

Contact Center Analytics

Benchmarking the Analysis of Data To Gain Business Insight



Benchmark Research Executive Summary

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Aligning Business and IT To Improve Performance

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Ventana Research performed this research for a fee to determine attitudes toward and utilization of analytics and metrics in contact centers. This document is based on our research and analysis of information provided by organizations that we deemed qualified to participate in this benchmark research.

This research was designed to investigate the analytics and metrics practices and needs of individuals and organizations involved in contact centers and the potential benefits from improving their existing processes, information and systems. This research is not intended for use outside of this context and does not imply that organizations are guaranteed success by relying on these results to improve planning. Moreover, gaining the most benefit from improving the use of contact center analytics and metrics requires an assessment of your organization's unique needs to identify gaps and priorities for improvement.

We certify that Ventana Research wrote and edited this report independently, that the analysis contained herein is a faithful representation of our evaluation based on our experience with and knowledge of analytics and contact centers, and that the analysis and conclusions are entirely our own.

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Executive Summary

Even when call centers interacted with customers solely by telephone, companies measured aspects of their performance. To do so they relied largely on efficiency metrics such as average call-handling time, number of calls handled and others intended to help minimize costs. Attempts to manage performance beyond cost were impeded by an inability to gather and analyze the relevant data that their systems produced.

As the call center has evolved into the contact center and companies have started to interact with customers through additional channels, they have begun to embrace new tools that enable them to analyze more types of information and make decisions based on a fuller understanding of their customers and the interactions with them. Nonetheless, organizations still direct their efforts mostly toward honing the efficiency of the operation and reducing costs. Though many have taken steps in the right direction, the pace of change is falling behind technology developments that could deliver significant benefits for contact centers worldwide.

In today's changed business world, organizations aren't likely to prosper by focusing on the efficiency aspects of customer service, necessary though these may be. The ubiquity of the Internet enables companies to compete globally, offering once inconceivable arrays of choices in products, pricing and delivery, but it also allows customers to go elsewhere at the slightest annoyance. New channels of communication (such as social media) and devices for accessing them (such as smart phones) continue to proliferate. Acquiring and retaining customers is harder than ever, and loyalty is scarce. To succeed, companies must focus on the quality of the customer's experience and give customer satisfaction priority over cost-cutting. To accomplish this requires specific, timely information that is actionable.

In this evolving world of business, contact centers cannot continue as they have.

They must reorient their goals and performance measures to emphasize effectiveness in solving customers' issues and giving them what they want; they must find ways to improve the business outcomes of interactions with customers. Analytics are key tools in making this shift. Applying them to contact center performance can enable a company to progress beyond merely making internal processes run smoothly to providing satisfying experiences for customers.

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Shifting the focus from efficiency to effectiveness can produce more loyal customers and lead to improved revenue and profitability. But doing so requires leadership, and it requires processes that can utilize data and analytics to generate the metrics needed to drive improvement.

Ventana Research undertook this benchmark research to acquire real-world information about levels of maturity, trends and best practices in how contact centers use analytics. It explores how they do this now, how their personnel feel about the current processes and tools, plans they have to change or improve them, and benefits they hope to gain by doing so.

In an indication that the traditional emphasis on efficiency persists, the research found that average call-handling time remains the most important process metric, rated as such by fully 80 percent of organizations. It is closely followed by another efficiency metric, the number of interactions handled (78%). However, first-contact resolution (68%), which is a measure of effectiveness as well as efficiency, ranked third. Analysis of the research data found a similar pattern among the financial metrics: The three most important all relate directly to cost and were cited by half to two-thirds of organizations, but the next three most important financial metrics are business-related: revenue growth (cited by 44%), company profitability (39%) and return on investment (34%). Balancing cost and revenue potential in contact centers requires analytics that can identify the trade-offs and enable smart decision-making between efficiency and potential outcomes.

The research revealed awareness of customer satisfaction as an increasingly central concern. Nearly three-fourths of organizations (72%) identified customer satisfaction scores as the most important metric for their executives and managers. And improving the customer experience and increasing customer satisfaction were the top two motivators for organizations deciding to invest in analytics, each chosen by more than 70 percent. Currently, however, only slightly more than half (57%) of organizations regularly use analytics for customer experience management; it ranks fourth behind three operational analytics. We conclude that customer-related analytics are on the radar of decision-makers, but in practice not many companies have implemented them.

Because contact center agents are the people primarily interacting with customers, they are likely to influence the customer experience most, for better or worse. But agents also represent the bulk of a center's ongoing costs, and so we find analytics and metrics applied to them in both operational and business-oriented categories. Quality monitoring (cited by 78% of organizations) is the process in which most companies apply analytics regularly, and agent quality scores are the second-most important type of metric for executives and managers (63%). More than half of organizations said that developing agent-specific effectiveness metrics is very

important, making it the second-most important analytic capability. Despite this, organizations lag in providing advanced metrics and tools to help agents improve their performance, though they are looking in that direction. For example, about one-third now use metrics that show how agents use their desktop systems, which enables identification of best practices and process improvements, and 26 percent said it is very important to develop a "ticker tape" system that can display such metrics as well as other information on the desktop.

For metrics to be fully useful, contact center practitioners need to receive them immediately. Two-thirds of organizations said access to real-time or nearly real-time metrics is a very important analytic capability. However, very few companies (8%) receive their metrics as soon as they are generated. Fewer than one-fifth (18%) receive them on the same day, while at the remaining companies it can take up to four weeks for the metrics to be delivered. Improved timeliness doesn't just happen;

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to acquire timely metrics requires that organizations re-evaluate their approaches to analytics.

One major challenge is with the underlying data. While 17 percent of organizations do have real-time data available, the majority (47%) have only data that is near real time to use in preparing metrics or performance indicators. Another challenge is the variety of data types and sources; the largest group of companies (34%) must get data from six or more systems to produce their analytics. For half of all organizations, collecting the data is a challenge, and for nearly that many the data used in preparing metrics is only somewhat accurate. This is more worrisome in light of the finding that the two most important types of data for analytics concern customers (88%) and agents (83%) and thus impact customer satisfaction. New technology now can provide real-time analytics across the contact center and thus a new level of operational responsiveness.

The research makes clear that companies can do more to provide analytics to employees at all levels. Although roughly half of participants said analytics are generally available for agents, center site managers, supervisors and executives, only one-third of site managers, 27 percent of supervisors and 21 percent of executives always have them when they want them. They are completely available for only 13 percent of agents, which poses another issue for the optimization of customer satisfaction. Contact centers must work harder to become analytics-driven and to provide needed metrics to all their agents.

Analysis of the research using our Ventana Research Maturity Index determined that among the four categories in which we assess maturity, organizations are slightly more mature in the Information and Technology categories and less mature in People and Process. This is supported by the fact that 47 percent of organizations are not satisfied with the process they currently use to create contact center analytics. They have a variety of reasons for dissatisfaction: More than 40 percent each said the process is too slow, the metrics are hard to develop and maintain, they are not adaptable, the technology is inadequate, or the information is not readily actionable. Overall, 41 percent said they could significantly improve their use of analytics. Doing so, though, will require an assessment of what needs to be improved in the short term and a program for accomplishing that.

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Reliance on traditional efficiency and cost-reduction metrics has a substantial impact on maturity in the Information and Technology categories. Companies are only slowly appreciating the need to move to a more balanced set of efficiency and effectiveness metrics. This is especially true in the technology category, where that spreadsheets remain the most common tool for producing contact center analytics, used universally by 31 percent of organizations and regularly by 59 percent. We consider spreadsheets to be woefully inadequate for complex analytics and recommend that organizations consider tools that are designed for the contact center and able to support developing and deploying business-focused effectiveness metrics.

More than half of companies still prefer to acquire contact center analytics by purchasing licenses and installing and deploying the systems on premises, but the research finds that more organizations are looking at alternative approaches of accessing the software on a rental basis via cloud computing or using a hosted approach in which a third party manages the technology.

Yet despite the complaints across all relevant areas, only 30 percent of organizations plan to change their analytic capabilities in the next 12 to 18 months. Many seem not to feel that the need for change is pressing. The barriers to implementation most often cited all are things lacking: budget, resources, awareness and a compelling business case. Yet companies face intense competitive pressures and to some extent at least understand that dealing successfully with them depends on satisfying customers through multiple channels of interaction.

Tools and best practices exist that can help organizations turn their contact centers to business advantage by conducting customer interactions more effectively. Those that adopt improvements in their people, processes and information technology are likely to ensure the right level of responsiveness in the contact center and gain a badly needed edge in this volatile environment. Of course, technology is not the be-all-and-end-all, but this research finds that it is one of the starting points for improvement. It is clear that adopting modern, effective analytics for the contact center is a critical step in being able to realize the full value from this significant business investment.

What To Do Next

This research found that contact centers in general still focus on holding down costs and other efficiency metrics. The three most important financial metrics for research participants are comparing the actual operating cost to the budget, the average cost of handling interactions in the voice, e-mail and Web channels, and identifying deviations from the budget. Similarly, average call-handling time is the number-one operational metric, followed by the number of interactions and the length of customer queues. Most organizations have yet to devise effectiveness metrics, which could provide greater benefits in terms of customer satisfaction, retention and ultimately sales and business results.

The research also shows that companies can improve the way they provide metrics and that there is support for doing that. More than 90 percent of organizations asserted the importance of making it simpler to provide analytics and metrics to all in the business who need them; indeed, more than 60 percent said that is very important. As well, 88 percent said they can improve their use of analytics and performance indicators significantly or somewhat. Also supporting this desire for improvement is the finding that nearly half said they are not satisfied with the process currently used to create the analytics. For companies wishing to improve their current contact center analytics and expand them to measure the customer's experience, we offer the following recommendations.

Assess the maturity of your contact center's use of analytics.

This benchmark research found that most contact centers are not very mature in their use of analytics. Overall more than half rank at the two lowest of four maturity levels, and the fewest – less than one in five – are at the highest Innovative level. Applying the Ventana Research Maturity Index methodology, we found that organizations are least mature in the People and Process categories. We view the most prevalent financial metrics – adherence to budget and operating cost – and process metrics – average call-handling time, number of interactions handled and queue lengths – as Tactical, the lowest of the four levels of maturity. Similarly, the metrics that are most important for 69 percent of executives and managers – average call-handling time, volume of interactions per channel and agents' quality scores, utilization and adherence to schedules – rank at one of the two lowest maturity levels.

Organizations are most mature in the Information category, finding it relatively easy to collect data with which to create metrics; they also report that that data is generally accurate and received in real time or nearly real time. In the Technology category, 38 percent of organizations said they are satisfied or very satisfied with their organization's current analytics technology, but 21 percent use spreadsheets most commonly for finance analytics, which we find to be ineffective for this purpose; their use thus is a sign of immaturity. We advise you to evaluate your own capabilities in these four areas and determine how you can use analytics and metrics to improve your center's performance where you need it most.

Expand the focus of your analytics beyond holding down costs.

Contact centers operate under constant pressure to reduce operating costs, and this situation is reflected in the research findings. But a narrow focus on cost can work to the detriment of customer service; for example, customers may get short shrift when

agents are instructed to keep the length of calls below a set target. We recommend that companies broaden their use of analytics to learn more about and understand better the impacts of different types of interaction on business performance and modify targets accordingly – so that, to continue the example, sales calls with high-value customers are allowed to exceed expected call times because the desired outcome is to generate more business.

Adopt a more balanced set of analytics to evaluate contact center operations.

Companies judge their contact center by numbers. This research confirms that most of those numbers still relate to efficiency. Nonetheless, 48 percent of companies recognize the importance of agent-specific effectiveness metrics, and organizations are beginning to adopt more effectiveness metrics such as first-contact resolution, which relates to customer satisfaction as well as efficiency. However, only about one-third recognize the importance of true business outcome metrics such as successful cross- and up-selling, and business outcome metrics are only the fifth most important metric to executives and managers, who influence which metrics are used. Efficiency will always be high on the agenda for running a contact center, but we advise companies to adopt also key performance metrics that reflect the growing importance of customer retention, cross-sales and reduced customer service costs to the business.

Make real-time metrics a priority.

The contact center is a real-time environment. Agents and systems have to respond immediately to input from or involving customers; for example, if call queue lengths suddenly increase, managers need to take action to avoid customers having to wait for a long time. The research makes clear that it is particularly important for companies to be able to act on metrics produced in real time: For two-thirds of organizations access to real-time or near-real-time metrics is very important, a far greater percentage than for other analytic capabilities they need to do their jobs. It is a positive sign that nearly half said the data used to prepare their metrics is nearly real time; another 17 percent said it is real-time data. Yet one-third said some or most of that data is out of date, which will undermine their ability to handle issues during an interaction. Evaluate how close to real time your users receive metrics as well as the currency of the data that comprises them, and take steps to optimize timeliness in both cases.

Pay more attention to customer-related analytics.

Participating organizations did not rank business outcome measures highly overall, but they identified customer satisfaction scores (cited by 72%) as the most important metric for executives and managers in their company. And the top two business drivers for investing in analytics are to improve the customer's experience and to improve customer satisfaction. We conclude that companies are beginning to move toward less traditional, more business-centric metrics, and we encourage this trend. However, we also found that improving the customer experience ranks only fourth among analytics areas most commonly in use. This likely is the case because products that provide analytics about the customer experience are rather new and not yet widely deployed. We advise companies to look for products that can generate business- and customer-related metrics to help executives and managers identify how to achieve the improvements they seek.

Apply agent-related analytics to both operational and individual performance.

Contact centers commonly use analytics to assess and manage the performance of their agents. The two areas in which most companies apply analytics regularly are quality monitoring (cited by 78% of participants) and managing agent work schedules (68%); about half use them to determine agent rewards. Agent quality scores are the second-most important type of metric for executives and managers, followed by two efficiency measures that involve agents, average call-handling times and agent utilization. More than one-third of companies have also started to use metrics that show how agents use their desktop so they can identify best practices and process improvements. Agents of course are critical to both the efficiency of contact center operations and customer satisfaction, and companies should deploy a range of analytics to learn how well they are doing in both regards.

Ensure quality and availability of data about customers and agents.

The data types organizations view as most important to integrate into contact center analytics are customer data (88%) and employee (agent) data (83%). The focus on customer data is consistent with an emphasis on the customer experience and customer satisfaction, and the agent data is required to monitor quality scores, agent utilization and conformance with regulations and work plans as well as to determine variable rewards. No other type of data was named as important by more than half of organizations. The focus on data about customers and agents is reinforced by the fact that three-fourths of organizations named workforce (agent) optimization systems including call recording, quality monitoring, workforce management, training and coaching as the most important information source for contact center analytics; second was call recordings (71%), which contain information on both customers and agents. As you explore deeper use of customer- and agent-related analytics, also study ways to ensure that the data they operate on is reliable and available.

Use metrics to manage the various channels of interaction with customers.

Today's contact center deals with customer interactions via multiple channels. Therefore companies need to produce cross-channel analytics, which only a minority are doing now: 33 percent measure the volume of interactions by channel, and 28 percent use these channel-specific metrics to manage the channels they use to interact with customers. As customers use more channels to interact with companies, cross-channel analytics will grow in importance; companies deploying them promptly may gain a competitive edge in learning how customers wish to interact with them and how to do it well in each channel. Multichannel analytics thus can help you pursue the number-one objective (cited by 72% of research participants) of improving customer satisfaction.

Ensure that contact center analytics are always available when needed.

The contact center operates largely in real time, as customers may call at any time. Having access to real-time or at least near-real-time analytics is the most-desired analytic capability for two-thirds of participants. However, the research also shows that the required analytics are not always available when employees want them.

Roughly half of organizations said they are generally available for center site managers, supervisors and executives, but for complete availability the numbers drop to one-third of site managers, 27 percent of supervisors and 21 percent of executives. Given that agents are on the front line for many companies and can dramatically impact the customer experience and satisfaction levels, it is a bit surprising that only 13 percent of agents have analytics completely available. Make a concerted effort to deliver the right analysis to people when they need it and in a format they can use.

Reconcile the priorities of your executives and users.

The line employees we categorize as users are more concerned with operational functions. Executives and management, on the other hand, are more interested in the business outcome of interactions than users, who focus most on customer satisfaction scores. This upper echelon is less content with the status quo: More than half (52%) are not satisfied with the organization's current technology for creating and applying analytics, compared to only 19 percent of users; three-fourths of management are not satisfied with the process currently used to create the analytics, while less than half (45%) of users are not satisfied with the process. We note, however, that users are more likely to be frequently involved with the technology and more involved in creating the analytics, while 44 percent of executives are planning to change the way their organization generates and applies analytics in the next 12 to 18 months, compared to 30 percent of users. Any plan for change should address the concerns of both these levels and obtain consensus on how to go forward.

Evaluate tools to extract data for metrics from multiple sources.

In addition to cost, one reason why metrics focus on contact center efficiency has been the difficulty of extracting data to build more business-focused metrics; one-third of companies have to pull data from six or more systems to produce the metrics they require. More than half of organizations must integrate voice data from call-monitoring systems, transactional data from enterprise applications and data from data warehouses and BI systems, as well as data from other systems to lesser extents. Nearly half of organizations said it is a challenge to collect all the data needed for creating metrics and performance indicators. Adding to the complexity is the number of metrics that contact centers employ: 19 percent of companies use six or more financial metrics and 25 percent use six or more operational metrics, and executives in 39 percent of companies require six or more metrics. If your organization has such a complexity of metrics and sources, we advise you to consider software that can extract and integrate data from all of those sources; it could help you produce a more comprehensive set of metrics that show business outcomes as well as operational performance.

Assess the timeliness and accuracy of the data used to produce metrics.

Contact centers are awash in data. Moreover, the data comes in multiple formats; some is structured, such as CRM transactions and data warehouse records, but much of it is unstructured call recordings, instant messaging scripts and customer surveys. The research shows that the largest plurality of companies (34%) need data from six or more systems to produce the analytics they require. Thus it is not surprising that for half of them collecting all the data is a challenge and for nearly as many the data

used in preparing metrics is only somewhat accurate. For more than one-third it takes up to a week after the end of the month, quarter or year to deliver important metrics to users; for 20 percent it takes up to two weeks, and for 9 percent up to three weeks. Both contact center efficiency and effective customer satisfaction require current, accurate metrics. As well as being able to extract and integrate data from all sources, take steps to ensure that you can produce timely, reliable reports, dashboards and analysis to suit all levels of the organization.

Find alternatives to spreadsheets for contact center analytics.

The research shows that in almost every instance the most popular tool used to produce contact center analytics is the desktop spreadsheet. Spreadsheets are used universally by 31 percent of organizations and regularly by 59 percent. While spreadsheets are appropriate for ad-hoc analysis that is shared by few people, they require manual effort to populate the data, are prone to manipulation and error and thus are not suitable for real-time analysis or for sharing information across many people with different roles. Companies that have Avaya and Nortel telephony switches mostly use the tools they supply, but these do not work well with other contact center data sources. We think the widespread use of these limited tools is a factor in 58 percent of organizations being only somewhat satisfied or not satisfied with their current technology for creating and applying analytics.

Products from Microsoft (used by more than half of organizations) and those from database and business intelligence vendors IBM Cognos, Oracle and SAP BusinessObjects (the only others named by more than 10%) all require development work to extract data from all the contact center-specific data sources and to create contact center-specific reports and analysis. Only a small percentage of companies have invested in an application designed specifically for the contact center, even though these have the advantage of including extractors for common contact center data sources and preconfigured reports and analysis for different roles involved with the contact center. We urge you to consider products that can help you deal directly with issues that arise in the use of analytics in this specialized area of the business.

Take the nature and needs of your industry into consideration.

Some aspects of analytics are important across all types of organizations; for example, access to real- or near-real-time metrics is very important to all industries, ranging from 56 percent for Government to 77 percent for Manufacturing. But the research also showed that organizations regard contact center issues through the lens of the industry sector in which they compete. For example, manufacturing companies are more concerned with monitoring the progress of customer cases (such as fault reports or technical inquiries) than those in other industries; on the other hand they are less concerned with average call-handling times than the others, which typically deal with larger volumes of callers. Finance, insurance and real estate (FIRE) companies, which have an array of products, are most interested in cross- and up-sell metrics; 42 percent consider developing them to be very important.

Industries sometimes take different approaches to deploying analytics. In one-fourth to 30 percent of all companies, responsibility for defining and deploying analytics goes to line-of-business and IT analysts. But more manufacturing companies (30%) give responsibility to a BI/data warehouse team than any other industry. More government entities turn to external consulting resources or outsourcing (13% each), and the fewest (also 13%) rely on general IT resources. Service companies

show the most variance, with 19 percent to 28 percent selecting one of the categories. Make sure you understand which aspects of the contact center matter most in the environment in which your company competes, and choose vendors that are attuned to those needs and can deliver products that meet them fully.

Plan methodically if you intend to change your analytic capabilities.

More than 40 percent of organizations each cited half-a-dozen reasons for dissatisfaction with the way they produce and use analytics, but only 30 percent said they plan to change in the next 12 to 18 months. The top two barriers to change are lack of budget and of resources to carry out an implementation. Other common themes are a lack of awareness and an insufficiently compelling business case. In our experience these issues are all interrelated. A lack of awareness, combined with the difficulty of accessing many of the required data sources, hinders companies in understanding what the capabilities of emerging products could contribute. Therefore they may not put sufficient effort into building a case that would persuade decision-makers to release budget and resources for an implementation. This scenario is further aggravated because the budget for any implementation would most commonly come out of the general business budget (said 34% of organizations), upon which there are many other demands.

If you are planning to invest in contact center analytics, take the trouble to identify a plausible budget source and work to build awareness of the need for investment while you craft a compelling business case. Emphasize that it can help improve the customer experience and customer satisfaction and produce more business benefits from the contact center. We recommend that you look beyond the traditional model of licensing new software and deploying and managing it on premises. Keep in mind that despite the emergence of more solutions available as software as a service (SaaS) or “in the cloud,” a majority of companies (58%) still prefer to buy on-premises solutions even though these have much higher entry and ongoing support costs. But ascertain whether such an approach might alleviate some of the resistance to funding an implementation.

How Ventana Research Can Help

Ventana Research helps organizations develop, execute and sustain business and technology programs that align people, processes, information and technologies essential for success. As an objective and trusted advisor, we are your insurance that your business and IT initiatives deliver both immediate and long-term improvements to your business.

We offer a variety of customizable services to meet your specific needs including workshops, assessments and advisory services. Our [education](#) service, led by analysts with more than 20 years of experience, provides a great starting point to learn about important business and technology topics from compliance to business intelligence to building a strategy and driving adoption of best practices. We also offer tailored [assessment services](#) to help you connect the business and technology phases of your project by leveraging our research foundation and methodologies. And we can provide Ventana On-Demand access to our analysts on an as-needed basis to help you keep up with market trends, technologies and best practices.

Everything at Ventana Research begins with our focused [research](#), of which this examination of Finance Analytics and Metrics is a part. We work with thousands of organizations worldwide, conducting research and analyzing market trends, best practices and technologies to help our clients improve the efficiency and effectiveness of their organizations.

Through the Ventana Research [community](#) we also provide opportunities for professionals to share challenges, best practices and methodologies. Sign up for Individual membership at www.ventanaresearch.com to gain access to our weekly insights and learn about upcoming educational and collaboration events – webinars, conferences and opportunities for social collaboration on the Internet. We offer the following membership levels:

Individual membership: For business and IT professionals* interested in full access to our Web site and analyst team for themselves. The membership includes access to our library of hundreds of white papers and research notes, briefings and telephone/e-mail consulting sessions to provide input and feedback.

Team membership: For business and IT professionals* interested in full access to our Web site and analysts for a five-member team. The membership includes access to our library of hundreds of white papers and research notes, briefings, telephone/e-mail consulting sessions to provide input and feedback and the use of Ventana Research materials for business purposes.

Business membership: For business and IT professionals* interested in full access to our Web site and analyst team for their larger team or small business unit. The membership includes access to our library of hundreds of white papers and research notes, briefings, telephone/e-mail consulting sessions to provide input and feedback, use of Ventana Research materials for business purposes and additional analyst availability.

Business Plus membership: For business and IT professionals* interested in full access to our Web site and analyst team for larger numbers of company employees.

The membership includes access to our library of hundreds of white papers and research notes, briefings, telephone/e-mail consulting sessions to provide input and feedback, quotes and validation for media, use of Ventana Research materials for business purposes, additional analyst availability and access to our team for scheduled strategy consulting sessions.

To learn more about Ventana Research services – including workshops, assessments and advice – please contact clientservices@ventanaresearch.com.

* [Additional services](#) are available for solution providers, software vendors, consultants and systems integrators.

About Ventana Research

Ventana Research is the leading benchmark research and business technology advisory services firm. We provide insight and expert guidance on trends and mainstream and disruptive technologies. Our unparalleled insights and best practices guidance are based on our rigorous research-based benchmarking of people, processes, information and technology across business and IT functions worldwide. The combination we offer of benchmark research, market coverage and in-depth knowledge of hundreds of technology providers means we can deliver business and technology education and expertise to our clients where and when needed to reduce the time requirements, cost and risk of technology investments. Ventana Research provides the most comprehensive analyst and research coverage in the industry; the many business and IT professionals worldwide who are members of our community benefit from Ventana Research's insights, as do highly regarded media and association partners around the globe. Our views and analyses are distributed daily through blogs and social media channels including Twitter, Facebook, LinkedIn and *Business Week's* Business Exchange. Ventana Research was ranked the number-one analyst firm you can trust in enterprise software for 2009 for its relevance to the industry. To learn how Ventana Research advances the maturity of organizations in using information and technology through our benchmark research, education and advisory services, visit www.ventanaresearch.com.