

# Call centres as an instrument of regional development: the case of Sweden

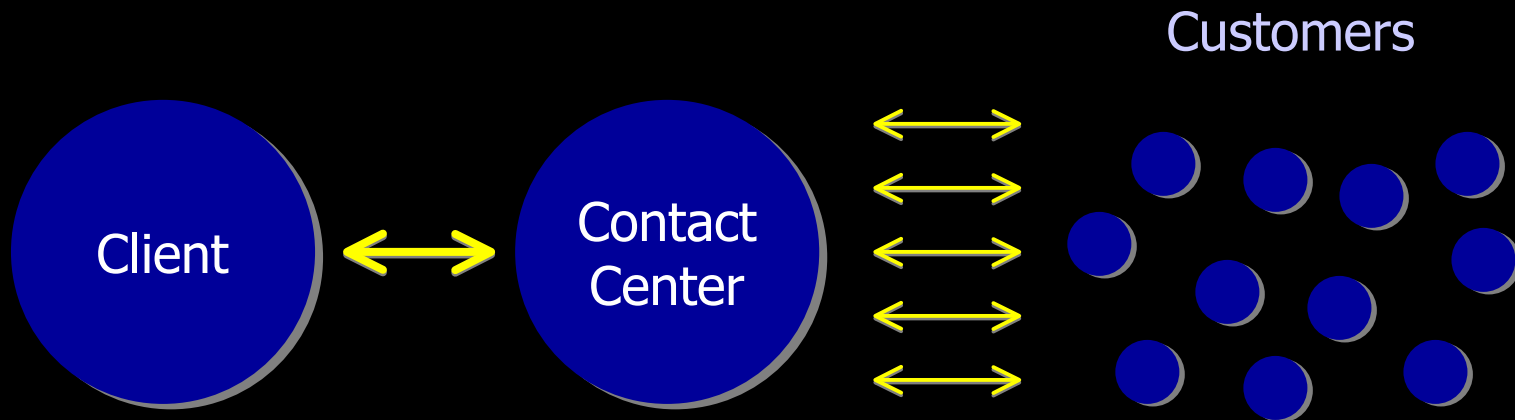
Carl-Johan Petri, Linköping University

Delivered at the 'Where in the World?' Conference, Budapest 24/25 October 2000

© Copyright remains with the author

# Information sharing across organizational boundaries

- ICT enables codification of knowledge
  - about customers, competitors, products, owners, society et cetera
- Codification enables sharing across time and space
- Call centers present themselves as strategic partners



# Investigation

- Eleven proactive call/contact centers were interviewed
- Deliberate bias towards “intentions”
- Focus on the contact centers’ offering as “strategic knowledge providing partners”
- The agreement, implicit or explicit, is the unit of analysis
  - How is the knowledge provision promised and planned
  - How is the knowledge provision monitored and evaluated



# Results

- Information provision is not addressed in any agreements
  - e.g. number of product suggestions, number of leads, rating of the client's image
- Operational activities are monitored and guaranteed
  - e.g. abandon rate, average waiting time, number of handled calls, are monitored

# Further questions

- What will turn the contact center into a “strategic knowledge providing partner”?
  - External promises
    - e.g. contracts, deliverables, goals, monitoring, evaluation, incentives and sanctions
  - Internal context
    - e.g. vision and strategy, organizational responsibilities, technical infrastructure, motivation, management control systems