ADDIS ABABA UNIVERSITY

COLLEGE OF BUSINESS AND ECONOMICS

SCHOOL OF COMMERCE

ASSESSMENT OF PROJECT IMPLEMENTATION CHALLENGES

CASE OF COMERCIAL BANK OF ETHIOPIA CONTACT CENTER PROJECT

A THESIS SUBMITTED TO SCHOOL OF GRADUATE STUDY OF THE ADDIS ABABA UNIVERSITY IN PARTIAL FULFILMENT OF MASTER OF ART IN PROJECT MANAGEMENT.

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DECLARATION

I hereby declare that this thesis is prepared by Abdisa Bedo, entitled: Assessment Of Project Implementation Challenges In Case Of Commercial Bank Of Ethiopia Contact Center Project under project management office and submitted in partial fulfillment of the requirements for the degree of Master of Art in Project management complies with the regulations of the College and meets the accepted standards with respect to originality and quality, Also any other contributors or sources have either been referenced in the prescribed manner or are listed in the acknowledgements together with the nature and the scope of their contribution. So that all sources of materials used for the study have been duly acknowledged.

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This is to certify that the thesis entitled, "Assessment Of Project Implementation Challenges In Case Of Commercial Bank Of Ethiopia Contact Center Project" was carried out by **Abdisa Bedo Disasa** under the supervision of **Adane Atera** (DR), submitted in partial fulfillment of the requirements for the Degree of Master of Project Management complies with the regulations of the university and meets the accepted standards with respect to originality and quality.

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External examiner _____ signature _____ date_____

Advisor **ADANE ATERA (DR)** signature _____ date_____

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Chair of Department or Graduate Program Coordinator

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List of Acronyms and abbreviation

CBE: Commercial bank of Ethiopia

KBS: knowledge based system

ACD: automatic contact distribution

CSP: customer service platform

CTI: Computer telephonic integration

IVR: Interactive voice response

MSP: Media service plat form

MP: Media integration platform

VP: Vice president

PMO: Project management office

Pm: Project manager

PMI: Project management institute

SMS: Short message service

CC: Contact center

IS: Information system

ABSTRACT

The objective of this study is to identify challenges facing the implementation of customer contact center at commercial bank of Ethiopia. As result, the researcher has identifying the implementation challenges by selecting organizational, technological, structural challenges and sizing of the call concepts. To address this study, descriptive research method was employed and both qualitative and quantitative approaches were used. Accordingly questionnaires, interview and document analysis were used as data collection instrument. The data obtained through questionnaire has been analyzed quantitatively using descriptive statistics: tables, frequency distribution, graphs and percentage and statistical package for social science (SPSS)20 were used. Moreover, the data obtained using interviews has been analyzed qualitatively. Total population used to collect data was director, manager, team leaders and team members of the project which is a total of 120. The sampling design that was employed for this study was purposive sampling. The findings of the research revealed that major challenges facing the implementation of customer contact center were lack sizing of call, technology and equipment related challenges, problems of organizational structure, poor technological infrastructure, lack of user involvement and addressing adequate training, problems of standardization. Hence, the researcher has recommended that the company should consider agent's knowledge and skills about ICT knowledge and to solve this bank should also design a long term and short term training programs. For short term plan the bank should provide on job training on basic computer skills, bank should give due attention to the project by equipping the project with the appropriate physical equipment and well trained human resource in order to implement the project efficiently and effectively, Project coordinator should create awareness to different banks department in order to create good understanding of contact center business model and to have necessary technical, managerial and other skills to implement contact center project and finally should consider determining sizing of contact center.

Keywords: Sizing the call center, technological and equipment, environmental challenge, organizational challenges and strategic challenge

CHAPTER ONE

1. Introduction

1.1. Background of study

Project is defined as unique venture with the beginning and ending period that conducted by people to meet the established goal within parameter of cost, schedule and quality (Buccanan and Boddy, 1992). Gray (1994) explain that project has dedicated resource, single point of responsibility, and clear boundaries across which resource and deliverables moves, limited duration a one off the task and has objectives.

The Project Management Institute (2013) also defines project management as "The application of knowledge, skills, tools and techniques to project activities to meet the project requirements." Projects worldwide are sure to fail if effective project management principles and methodologies are not provided for their execution. Ample evidence of these failures exists throughout the world and is particularly severe in developing countries where necessary skills have not been successfully developed in its project management related work force (Nguyen, 2007).

The execution/implementation phase is the longest phase in the project which the deliverables are physically built and presented to the customer for the acceptance to insure that customer requirement is met. And the project managers manage monitoring and control of the production of each deliverables by executing the suit of the management process (west land, 2016).

According to Muketha, (2016) the project managers to succeed in the implementation process he require to have the understanding of project goal, identified the purpose, established the required out output, and the activities allocate the resource develop a work schedule and lastly establish the management and operational arrangement with key responsibility and working procedures.

Therefore to implement the project managers required to interact, monitor, and organize skills of the employee (Gongera 2005), and also Mwangi (2006) Suggest that staff support to the projects efforts, team working, the team having good problem solving skills, health and safety

for the staff and the client, motivates staff having productive program meeting issue that a project address to succeed in the meeting its objectives. A project managers of the IS expected to meet the following draw backs while implementing the project among them project technical design, meeting the quality or reliability specification, selected technology may fail to deliver the expected performance, work load increase over time, other may get priority thus competition for the resource support.

As Valenzuela (2008) contact center is a central office used for purpose of receiving and transmitting the large volume of request by phone. Contact center also define as contact center with the technological advance channels. Contact centers are contemporary successor of all contact centers, in addition to phone service they interface with customer via the internet, email, chat and fax (Mandelbum, 2004). Contact centers are then preferred and prevalent way for the many company to communicate with their customer. They become the important part of the today's business world, employing a million of the agents across the globe and serve as a primary customer facing channels for the firms in many different industries. In early days contact center in organization were not built for the reason they are strategic asset of the organization and revenue generated but to use the time telephonic technology. Several technology advances have a profound impact on contact center industries

The deregulation of the telecommunication industries has increase competition, leading to network capacity, improve quality and lower cost for the both domestic and international traffic addition the automatic contact distributer and computer telephony integration technology has the grown cheaper, more reliable, and increasingly sophisticated (Aksin et. al., 2007). The decrease cost of telecommunication and information technology have made it increasingly economical to consolidate such information delivery functions, which led to the emergence of group that specialized in the handling customer phone contacts (Mandelbum,2004)

Contact center in banking industry was the early 1980s at reducing overall serving cost (Gubta, McmMahon, 2008). According to BIA Executive report (2015) contact center project in banking industry are continuing to grow in complexity as they shift from handling mainly transaction interaction such as information contacts to addressing more complex issues including the sales and purchase related activities.

As of GENESYS report (2008) contact center have ten strategic role in retail banking facilitate integrated and consistent integration across all channels offer an inviting customer front door integrated self-service with the agent assistance, handle contacts more intelligently, initiate proactive contact. Effective use of the customer data and segmentation, use inbound marketing to reach customer outside the branch, leverage demographic profiling to establish customer intimacy, create a winning team effort with contact center virtualization, and boost the productivity of agent through interaction blending.

1.2. Back ground of the company

Modern banking was introduced to Ethiopia in the early 20th century, during the regime of Emperor Minilk II. It was begun in Ethiopia in 1905 when the bank of Abyssinia was first established in Addis Ababa under a 50-year franchise agreement with the British owned National Bank of Egypt. The agreement made between emperor Minilk II and the representative of the National Bank of Egypt Mr. D. Mae Gilliveray. After Haile Selassie came to power the Bank of Ethiopia, which was a purely Ethiopian institution or the first indigenous bank in Africa, was established by an official decree on August 29, 1931 with a required capital of pounds sterling 750,000. In addition, since it was the first Ethiopian bank it had the interests of Ethiopians at heart. But it operated until 1935 and ceased to function during the fascist invasion and it was closed by Italians in 1936. During the Italian occupation from 1936-1941, banks were established in the main towns of Ethiopia. After liberation of Italian occupation, Barclays' Bank in 1941 to 1942 was established as foreign banks in the country. On August 1942, a charter was granted to the state Bank and was published on 30th November 1943. In 1963, the National Bank of Ethiopia and Commercial Bank of Ethiopia were established. The National Bank of Ethiopia was proclaimed in 1963 and began operation in January 1964. The Bank was reestablished in 1976. Commercial Bank of Ethiopia was incorporated as a share company on December 16, 1963 which of the former state Bank of Ethiopia.

Then, as per the proclamation No. 184 of August 2, 1980, the Addis Bank and the former Commercial Bank of Ethiopia S.C were merged to form the sole commercial Bank in the country, the present day Commercial Bank of Ethiopia. Currently Commercial Bank of Ethiopia (CBE) is 100% state owned financial organization and the leading commercial Bank in Ethiopia.

In its economical contribution the bank is the greatest source of finance to the country. It is a Pioneer to work with Western Union Money Transfer Services in Ethiopia. And now a days CBE is working with more than 19 worldwide known Transfer agent /MTO. It has strong correspondent relationship with more than 52 renowned foreign banks and a SWIFT bilateral arrangement with more than 718 financial institutions. It has about birr 515.1 billion in assets, 43 billion capital & contingency, 14.6 billion profit, 565.5 billion deposit, holding more than 65.4% of market share in deposits, 20.1 million customers. The bank currently (June 2018) has about 37,287 employees with different qualification. 1,586 ATM, 6,985 POS machines and 1,340 branches through positioned in a main cities and regional towns. Currently, various services have been giving as per NBE proclamation 592/2008. The Vision of CBE is formulated as "To become a world-class commercial bank by the year 2025" & its Mission has stated as "We are committed to best realize stakeholders' values through enhanced financial intermediation globally and supporting national development priorities, by deploying highly motivated, skilled and disciplined employees as well as state-of-the-art technology. We strongly believe that winning the public confidence is the basis of our success."(www.combanketh.et)

Generally, the Banking industry is growing relatively at a faster rate in Ethiopia than ever before. The type of services being provided has also improved and supported by modern technologies. This is due to the fact that number of banks has increased significantly and the competition among other banks becomes fierce (Rashid, et al, 2002). Commercial bank of Ethiopia is the leading local bank in Ethiopia which is currently implementing the customer contact center to support its strategic goal, following the standard functionality of the system to the maximum possible extent. (www.combanketh.et)

1.3 Statement of the problem

Ethiopian banking industry has gone through different stages of development. After the downfall of the Derg regime the country liberalized its banking rules and regulation. Since, then many private commercial banks started to flourish in the industry, making it more competitive than ever. Now a day it is becoming important to provide complimentary services such as contact center in order to get competitive advantage (preez, 2008) meaning the aim for establishing contact center is to help the operation of banks. Therefore, it is considered as one of the packages which banks offer to their customers as one of attracting

mechanisms. Hence, the rapidly growing information and communication technology is requirement to compute for every organization in the world, where commercial bank of Ethiopia would never exceptional becomes world class. In the face of rapid expansion of information and communication systems throughout the developed and the developing world, commercial bank of Ethiopia cannot remain an exception in expanding the use of the system, while know a day commercial bank of Ethiopia move to this technological advancement. As the result, the adoption of contact center service in commercial bank of Ethiopia led to reduce the physical contact of customer.

CBE has established contact center in late of 2016, to provide information for both internal and external customers with the short codes 8879 and 951 respectively. Being the only first local bank to establish contact center in Ethiopia to augment overall service delivery, the bank takes competitive advantage over other local banks. In addition to this helps the bank in establishing a solid foundation to be competitive enough with international banks. Thus, this project is strongly aligned with banks current vision, which is to become world-class bank in 2025.

Moreover, the contact center helps and assumed to help the bank a lot in terms of expanding its existing services such as card, mobile and internet banking and agent banking and more of upcoming project, in addition to information provisioning. In such a way, it expected to improve the banks service delivery process and relieve the burden of information request on branches through making online contact with customer.

As, McDouall(2005), Contact center implementation is complex and has significant chance of failures and like any other project its success is defined by on time and budget delivery, technology serve to the requirement and satisfaction of end users about the result. However, the determinant challenges that can influence the implementation contact center are strategic, technology, organizational and environment of the contact center project.

Since contact center is rarely studied in banking industries the aim of my study is to identify what were the implementation challenge, technological challenge, strategic related challenges and sizing of contact related challenges in customer contact center project under project management.

1.4 Research question

The research will be conducted in order to investigate the challenges that influence the implementation of CBE contact center project. In a way to achieve the objectives of the research, the research will try to answer the following questions.

1. What are the sizing contact center related challenges in the implementation of CBE contact center project?
2. What are the technological and equipment related challenges in the implementation of CBE contact center project?
3. What are the environment related challenges in the implementation of CBE contact center project?
4. What are the organization structure related challenges in the implementation of CBE contact center project
5. What are the strategic related challenges in the implementation of CBE contact center project?

1.5 Objective of the study

1.5.1 General objectives

The general objective of the study is to investigate the challenges that influence the implementation of CBE Contact center project.

1.5.2 Specific objective of the study

In an attempt to achieve the general objective of the research, it will also address the following specific objective.

1. To describe the sizing of contact center related challenges in the implementation of CBE contact center project.
2. To describe the technological and equipment related challenges in the implementation of CBE contact center project.
3. To describe the work environmental related challenges in the implementation of CBE contact center project.

4. To describe the organizational structure related challenges in the implementation of CBE contact center project.
5. To describe the strategic related challenges in the implementation of CBE contact center project.

1.6 Significance of the study

As clearly stated in the above the objective of the research is to investigate the challenges that influence the implementation of Commercial Bank of Ethiopia contact center project. In doing so, entire research had expected to have variety of importance for different bodies concerned. It helps the bank to look into main areas of problems and document as a lessons learned for similar projects or for aspects similar to this project. This study were benefit for local banks, Since CBE was first implementer of contact center project nationwide, this study can be referred by other local banks in need. The outcomes and results of this research will have potential value to financial institutions, particularly banks to understand the challenges related with implementation contact center. In addition, this study expected to help other researchers who will be interested to conduct further study regarding the issue under investigated by providing useful information. Finally based on finding that influence banker's decision on customer contact center project the study may provide recommendation for the bank about changes needed to accelerate the implementation contact center to deliver service to customers through technological innovation..

1.7 Scope of the study

The scope of the study was limited to the banking industry especially commercial bank of Ethiopia and it discus about the challenges of the commercial bank of Ethiopia contact center project phased at implementation of the project. Those challenges had categorized as sizing of the contact center, organization, environmental, technological and strategically in order to make the discussion easier.

1.8 Limitation of the study

Even though there were organization that integrate contact center with their services in Ethiopia like Ethio-telecom, Ethiopian airlines and Ethiopian electric power, due to the inaccessibility of data the researcher was forced to limit the study to the banking industry specifically CBE. In doing the study, the researcher faced respondents' unwillingness to fill the questionnaires due to lack of time, because of the nature busy nature of job and lack of understanding the usefulness of the study in addition to these even if methodology of study merit keep constant but demerit have potentially affect the quality of the study and finally time constraints and confidentiality of the data from the bank are major challenges.

1.9 Structure of the study

The first chapter of the paper were cover the introduction including background of the study, statement of the problems, specific and general objectives, research questions and scope significance, limitation and organization of the study. In addition, literature review will of in the second chapter. The third chapters were being the research methodology section having inside research purpose, research approach; research methods research techniques, sample design, source of the data, data analysis and interpretation. The fourth chapters were being about the presentation, and analysis of the data. Finally the on the fifth chapter conclusion and recommendation were included.

CHAPTER TWO

2. LITERATURE REVIEW

INTRODUCTION

This literature review part is to provide a summary of previous related studies and various literatures on the research problem areas. The available literature had aimed at reviewed to identify the major concept and research problem related with this research topic. That is to answer the research questions and contribute to the emergent knowledge base of project implementation challenges in the commercial bank of Ethiopia contact center. The literature review is more concentrating on the commercial bank of Ethiopia contact center and the project implementation challenges in the field.

2.1 What is Project Implementation?

After project have been carefully planned the next steps in project is to start implementation phase of project management life cycle. By definition the implementation phase involves putting project plan into action which these responsibility performed by project managers to coordinate and direct the project resource to meet objectives the project plan.

As the project unfolds the project manager job to direct and manage each activity every step of the way. That is what happens in the implementation phase of the project life cycle follow the plan has to be put together and to handle any problems that come up.

The implementation phase is where project team actually does the project work to produce the deliverables. The word deliverable means anything that project delivers that include all of the products or services team are performing for the client, customer, sponsor, including all the project management documents that put together.

The steps undertaken to build each deliverable will vary depending on the type of project which are undertaking, and cannot therefore be described in any real detail. For instance engineering and telecommunications projects will focus on using equipment, resources, and materials to construct each project deliverable, whereas computer software projects may require the development and implementation of software code routines to produce each

project deliverable. The activities required to build each deliverable will be clearly specified within the project requirements document and project plan. (PMBOOK 2004)

2.2 Role of Customer Contact Center

The telecommunications industry traditionally has used large contact centers to provide a myriad of services to customers, such as information regarding phone numbers and addresses, operator assistance in establishing connections, and resolution of billing problems. The airlines have, through their contact centers, taken business away from travel agents; as more and more customers book flights over the phone and obtain tickets either in the mail or electronically. Mail order houses send out catalogues, enabling consumers to shop at home by contacting short code numbers. Reflecting the consumer preference for remote shopping, contact centers that support consumer products represent approximately 44% of all the contact center operations in the U.S. (Contact center in financial service page, 358)

According to Sheba murphy, (2015) there are four major reason why bank need to implement contact center which helps to suit customer need, expansion of digital and service channel, communication during merger and acquisition activities, growth of security and identity theft concerns; and growing reliance on banks for financial education.

In addition using the contact center in financial sector is becoming a common technique for banks, insurance and other customer financial business.in financial industry customer service is become more important than ever. People have less loyalty than before and now have more option and competition to choose from. Therefore bank use a lot of technique to attract their client's one of these technique is that using contact center that can assist bank by providing better advantage of maintaining the existing customer by creating good relation that can increase customer retention by providing the inbound and out bound service which is customer service, technical support and welcome contact, follow up respectively. And by improving the process efficiencies with customer inquiry resolution when the client entrust the their fund and saving with the institution, a higher degree of care and responsibility is expected and also attract new customer, increase sales volume of the service and ensure cross channel consistency by creating good branding image of the customer. (https://3ccontactservices.com)

2.3 Project Management Definition

A project is a temporary endeavor involving a connected sequence of activities and a range of resources, which is designed to achieve a specific and unique outcome, which operates within time, cost and quality constraints and which is often used to introduce change (Heinemann, 2005). Therefore, project management is application of knowledge, skills, tools and techniques to project activities to achieve project requirements and accomplished through the application and integration of the project management processes of initiating, planning, executing, monitoring and controlling, and closing" (PMBOOK, 2004).

Project management is the application of knowledge, skills, tools and techniques to project activities to meet project requirements. It involves five process groups namely: Project initiation, planning, execution, monitoring, controlling and Project closure, Inc. (PMI, 2008). It is a relatively new concept and new approach to managing projects and program.

Project management in its current form emanated from the atomic bomb development programmer by the US military at Los Alamos, in the 1940s. This was the first complex, high- technology project operated by humankind. The level of complexity and large number of activities involved created the requirement for new management and control practices if the project to be completed on time and to the required standard (A.Robert, W.Wallace P37). In the 1950s, a conscious effort made to devise specialized tools for managing the complex weapon systems built for the Department of Defense in USA (Alan Stretton, 2007). During this time, the project network analysis and project planning techniques tools devised. The major tools formed in the development of project management at that time which can be now widely used in all industries, both in public and private sectors as tools for project success evaluation (L. Crawford, J. Pollack, 2006).

Project management focuses on a project. Project management has brings together and optimizes the resources necessary to successfully complete the project. These resources include the skills, talents, and cooperative efforts of a team of people; facilities, tools, and equipment; information, systems, and techniques; and money (Marion E. Haynes, 2002 3ed pag3). Project management has relevance and applicability across most industries and it is unique in that it uses both international and industry-specific benchmarks. It has come a long way from its origins in engineering and construction. It is now, used for a wide range of applications and is one of the most highly valued management tools. It is a highly

professional branch of management, which used in all areas of industry commerce and government (A. Roberts W.Wallace, 2004 p16).

Now a day, the project management is rapidly becoming a standard way of doing business in organizations. It accomplishes a considerable portion of typical firm's effort through projects. Projects are becoming the tools of implementing the business strategy of an organization. It aims to contribute to organization strategic plan to be achieving successfully (ESI International, 2006 p2).

(Kerzner, 2009), define Project management as the planning, organizing, directing, and controlling of company resources for a relatively short-term objective that has been established to complete specific goals and objectives. Furthermore, project management utilizes the systems approach to management by having functional personnel (the vertical hierarchy) assigned to a specific project (the horizontal hierarchy).

Project management involves coordinating various aspects of a project in order to bring forth a positive result. This coordination can include elements such as personnel, materials, procedures and facilities (Doucet, 2007). Therefore as of Dr. Doucet, the objectives of Project Management are: To bring about the successful completion of specific project objective, to foresee or predict the project risks and manage them actively and to plan, organize and control activities.

According to Clancy (1995) basically, projects can be classified into three types; project success in which the project is completed on-time, on-budget, fulfilled all functions and features as specified. Secondly project challenged in which project is completed and operational but over-budget, over the time estimate, and offers fewer functions and features than originally specified. And finally project impaired in which the project is cancelled at some point during the development cycle.

2.3.1 The Theoretical Foundation of Project Management

In prior literature there is no explicit theory of the project management. We argue that it was possible to precisely point out the underlying theoretical foundation of project management as espoused in the PMBOOK by PMI and mostly applied in practice (2002). This foundation divided into a theory of project and theory of management. Theory of project had provided by

the transformation view on operations. In the transformation view a project had conceptualized as a theory of the transformation of input to output. There is a number of principle by which a project managed. These principle suggest for example decomposing the total transformation hierarchically into the smaller transformations, task and minimizing the cost of each task independently. We contend that understanding of the management based on three theories that are management as planning, the dispatching model and thermostat model. In management as planning, management at operational level had seen to consist of the creation, revision and implementation of plans. This approach to management views a strong causal connection between the action of management and outcome of organization. The dispatching model assumes that planned task had executed by a notification of the start the task to executor. The thermostat model is the cybernetic model of management control that consist of the following elements there is standard of performance had measure at the output, the possible variance between the standard and the measured value used for correcting the process so that the standard to reach.

Table 1 Ingredients of a new theoretical foundation of project management

Subject of theory		Relevant theories
Project		Transformation
		Flow
		Value generation
Management	Planning	Management as planning
		Management as organizing
	Execution	Classical communication theory
		Language/action perspective
	Control	Thermostat model
		Scientific experimentation model

Source: Koskela aand Howel, (2002)

Based on analysis of weakness of the present foundation and consideration of competing theory and methods Koskela and Howel (2002), propose a starting point to include the theories indicated in the table.

Regarding the theory of project the partial model operation a flow and value generation add consideration of time, variability and customer to the conceptualization provided by the transformation model Kosketa (2000). Similarly theoretical foundation of management has to extend. Regarding planning the approach of the management as organizing adds the ideas of human's activity as inherent situated (Johnson and Brennan 1996). Planning also focus on the structuring the environment to contribute to purposeful acting. Concerning managerial execution the language or action perspective originated by the Winongrad and Flores(1986) conceptualize two way communication and the instead of the mere one way communication of classical communication theory. The scientific experiment method of the control of Shewhart, (Shewart and Damin (1939) focus on finding cause of deviations and acting on those cause instead only changing the performance level for achieving predetermined goal in case of the deviation. The scientific experimentation model adds aspect of learning to control.

2.3.2 Theory of Project

Task are the central unto of analysis in the last planner even though flows had most directly represent in the last planner, the principle used contribute to the generic principle of flow management. Last planner facilitates avoiding both variability propagation and unnecessary penalties of variability. The focus on plan realization diminishes the risk variability propagation to downstream flow and task reducing the need for large material buffers on site. Last planner effectively combines control and improvement to fight against variability and the waste cause by it. Thus last planner combine the flow and the transformation view in short term planning, execution and control Kosketa (2002)

2.3.2.1 Theory of Planning

The term Last Planner refers to the hierarchical chain of planners, where the last planner acts at the interface to execution. Thus, this method concentrates on the detailed planning just before execution rather than the whole planning process. The method of Last Planner distinguishes planned tasks according to Can, Should and Will modalities. The tasks pushed from the higher planning levels belong to category. In look ahead planning which means with a time horizon of 3-4 weeks the prerequisites of upcoming assignments are actively made ready, in other words, they are transferred to the Can category. This, in fact, is a pull system (Ballard 1999) that is instrumental in ensuring that all the prerequisites are available for the assignments. In conventional project management the plan pushes tasks to execution; only

the category is recognized. Another principle is to maintain a buffer of tasks, which are sound for each crew. Thus, if the assigned task turns out to be impossible to carry out, the crew can switch to another task. This principle is instrumental in avoiding lost production due to starving or suboptimal conditions. Theoretically, interpreted, look ahead planning aims at alignment of plan and situation. “Should” represents the tasks in the plan, and “Can” represents those tasks that realistically will be possible to start in the situation. Thus, look ahead planning subscribes to the view of human action as situated a foundational assumption of managing as organizing, while also acknowledging the significance of plans for action as advocated by managing as planning.

2.3.2.2 Theory of Execution

There is a structured weekly dispatching procedure, where the site manager together with subcontractors and crews decides about the tasks to carry out in the next week. Here the principle is that the assignments should be sound regarding their prerequisites. This means that work should not start until all the items required for its completion are available. Only tasks in the Can category had transferred to the Will category. After the week in question has gone, the crews inform whether they have realized the assigned tasks or not.

This procedure contrasts to the conventional project management, where execution just consists of task authorization: the site manager notifies the subcontractor or the crew that the task started.

Theoretically interpreting, the execution phase in last planner is similar to the language/action perspective model in that communication a two-way process, and commitment created for the realization of the tasks within the planning conversation. Where, a plan prepared by one crew had understood as promises to others and through the obligation to report on the completion of the task.

2.3.2.3 Theory of Control

Control consists of measurement of the realization rate of assignments, investigation of causes for non-realization and elimination of those causes. Here a metrics contacted Percent Plan Complete (PPC) is used. In conventional project management, main control consists of comparing progress with the performance baseline, expressed in money or hours.

Theoretically interpreting, Last Planner is using the scientific experimentation model of control.

2.4 Project Execution Phase

According to Brandon (2006) Key Execution Activities, Execute the project plan, complete work packets (activities), Information distribution, Quality assurance, Team development, Scope verification, Progress meetings. Some of the aspects of project management that are particularly challenging are quality, cost and schedule. There are various other mitigating factors as well; influences that Project Managers do not have control over. Sometimes these external factors can have as much impact on project management as the factors that Project Managers can control (Doucet, 2007).

The outcome of the project is dependent on the skill with which the forecasting, planning, budgeting, scheduling, resource allocation, risk management, and control are handled, and that attention must be given to checking on the way these tasks were accomplished, (Meredith, 2003).

2.5 Technology Integration Project Execution Problem

The necessity of integration of IS projects in business processes and structures of today's organizations of any size has become an indispensable reality. This is mainly due to phenomena such as diversification of commerce, globalization and rapid rate of technological development. In this global endeavor, most of the organizations have proof of high rates of failure in IS projects (kaur and Agrawal 2013).

According to John and Seog-Chan (2013), project execution problems can be classified to three types. People related problems include inappropriate mix of skills, late involvement of resources, team member turnover, newly joined team member, and low performer. Process related problems are inaccurate planning, overly optimistic schedules, inefficient task handling, and political conflicts. Technology related problems consist in silver bullet misconception, overestimated savings for technology, and insufficient analysis of technology applicability.

Sumner and Powell (2013) also stated that during project execution, typical problems may occur like: Lack of good data on activity progress, Imperfect definition of requirements, Frequent and uncontrolled changes to the baseline requirements, inaccurate time and cost estimates, lack of completion criteria for a project activity, frequent changes of team members, insufficient tracking and directing of project activities.

Even though projects are temporary and intended to provide a unique product or service they cannot be run in isolation. If project managers lead projects in isolation, it is unlikely that those projects will ever truly serve the needs of the organization (Schwalbe, 2010).

2.6 Project Success Failure Factors at Execution Phase

The success of the project team and the project manager will usually be judged according to how well they achieve the three primary objectives of cost, performance and time. Many things need to be in place and many actions taken during the project execution period to help ensure success. Compatibility regulations for project management effectiveness of consultation with stakeholder's consistency of support for stakeholders competency of project team can be taken as critical success factors at the project's implementation phase (Ofori, 2013).

According to Lock (2007), among the process related challenges include: good project definition and a sound business case, appropriate choice of project strategy, strong support for the project and its manager from higher management, availability of sufficient funds and other resources, firm control of changes to the authorized project, technical competence, a sound quality culture throughout the organization, a suitable organization structure, appropriate regard for the health and safety of everyone connected with the project, good project communications, well-motivated staff, quick and fair resolution of conflict.

On the other hand, top management, project manager, project team, subject matter expert and stakeholders (users) are also people related factors that contribute to project success or failure (kaur and Agrawal 2013).

2.7 Project Manager Responsibility in Project Implementation

As project management is a critical strategic discipline, the project manager becomes the link between the strategy and the team (PMI, 2013). Therefore, the project manager's job is not an easy one (Kerzner, 2009).

According to PMI (2013), the role of a project manager is distinct from a functional manager or operations manager. Typically, the functional manager had focused on providing management oversight for a functional or a business unit, and operations managers are responsible for ensuring that business operations are efficient. Similarly, Roberts and Wallace (2004) explained that, functional managers usually remain responsible for individual work tasks and personnel within the project, while the project manager is responsible for integrating and overseeing the start and completion of activities. Project manager roles and responsibilities had explained and discussed by different scholars in different fashion.

Levine (2002), states that project manager has a very special role, which requires very special talents. The project manager acts as an integrator, channels conflict and aggressiveness, pays attention to the stakeholders, creates a structure for project planning and control, initiates practices to minimize possible failure, makes sure that risks have been evaluated and that risk mitigation plans have been prepared.

Project managers have the responsibility to satisfy the needs: task needs, team needs, and individual needs (PMI, 2013). According to Levine (2002), project managers have several tasks and responsibilities. Those several tasks had get all key players on the project team, manage task interfaces; assure clear identification of task completion, assure communication of task completion manage responsibility interfaces, and when necessary, a devil's advocate, promote effective communication and wide participation in decision making, manage conflicts. According to Roberts and Wallace (2004), the project manager heads the project and operates independently of the normal chain of command. The single focal point for bringing together all efforts in pursuit of the project objectives and responsible for integrating people from different functional disciplines who are working on the project and negotiates directly with functional managers for support. The PMI (2013) states that, if the project manager is responsible for more than one project, he/she works closely with the program or portfolio manager to achieve the project

objectives and to ensure the project management plan aligns with the overarching program plan.

The key responsibilities of the project manager as a team manager includes be honest and ethical, motivate staff and team, understand deliverables and quality in regard to the deliverables, be sensitive to organizational values and politics, assign meaningful tasks for each employee, provide something "to look forward to" for each employee, shared goals (employee/supervisor & employee/organization), delegate; generally, give direction, be a facilitator be an example, be accessible and visible, then listen(Covey, 2006).

The high importance, and moderate performance, of the soft skills including communications, leadership, influencing skills, and skills for dealing with human factors, presents a challenge to educators to develop courses and professional development programs for these soft skills for both entry-level and experienced project managers (Sumner and Powell 2013).Soft skills are also important attributes of an effective project manager. Numerous soft skills have been found to positively influence the effectiveness of a project manager. For example, one study identified six "soft skill" core competencies as leadership, communications, verbal and written skills, attitude, and the ability to deal with ambiguity and change (Sumner and Powell 2013).

A project as strategy can only work well if it is logical. According to Muketha,(2016) for a project manager to succeed in the implementation process he require to have understood the project goal, identify the purpose and establish the required output then the activities allocate the resource, develop a work schedule and lastly establish the management and operational arrangement with key responsibility and working procedure which implementing a project manager needs interacting , allocating monitoring and organizing skills.

As Dinsmore and Cabanis (2006), Specially IT project manager needs to be aware of the requirements in order to ensure that the product he delivers to his user community is in compliance, just as the general contractor in a construction project needs to ensure compliance to building and safety codes. Should the IT project manager be involved in a project introducing wireless technologies into an organization, he needs to be sure that the activities associated with protecting the data being transmitted over that technology have been considered and are suitably addressed.

More importantly, to minimize execution problems, project manager should establish and manage communication channels to effectively communicate with customers, stakeholders, and senior management. According to Heinemann, (2005), problems from the lack of communication, project team can use tools like meeting that is having organized meetings with clear objectives, good attendance of core people, written reports which is publishing scheduled, accurate, up to date information**,** project management information systems providing current project status, information, Electronic communication: using fast, convenient communication tool, and relatively informal, Web based solutions: increasing accessibility to related information, Documentation: providing a record of event for review, audit, or lessons learned.

The project manager also works closely and in collaboration with other roles, such as a business analyst, quality assurance manager, and subject matter experts.

In general, project manager is responsible to minimize risk and the possibility of failure, collaborates with functional managers to use resources, for conflict resolution, to manage the project team and so forth.

2.8 Contact Center Definition

Taylor and Bain‟s (1999) definition of a contact center is a dedicated operation in which computer- utilizing employees receive inbound or make outbound telephone contacts. According to Taylor and Bain (1999), the contacts are process and control by either an automatic contact distribution (ACD) or predictive dialing system. Another research by Robinson and Morley (2006) identified the characteristics of a contact center as the integration of telephone and visual display unit technologies. The most recent addition to contact center technology is to use inter active voice response (IVR).

The definition of contact center is changing in our e-business world, but the core fundamentals of a customer making a contact (via a telephone, e-Mail, Website. IVR or Fax) to a center will remain constant because the customer views the contact as an important or pivotal activity to themselves. Contact Centre, Call Centre, and BPO - by whatever names you call it - operate on a common need of providing services to customers for their needs at their convenient time and location. Like a Bank customer can operate his bank account at 12 midnight using his telephone at his bedside. His contact is attended by a contact center

executive located at a distance having no knowledge of banking. Contact center executive helps the customer by feeding his instruction on computer and give the customer required information. (www.bpiai.org/wh-india.html)

2.9 Contact Center Industries

Contact centers facilitate flow of information and communication between firms and their remote customers via the telephone (Malhotra & Mukerjee, 2004). According to Prahabkar, Sheehan, and Coppett (1997), contact centers "allow a company to build, maintain, and manage customer relationships by solving problems and resolving complaints quickly." Contact centers are the focal point of the firm to answer questions by customers every hour of the day throughout the 365 days in the year. Therefore, it would appear that all quality organizations that place customer satisfaction and loyalty as their prime focus would strategize on contact centers to communicate with current and new customers. This is so, as contact centers offer convenient and personalized methods of servicing customers request and queries. Some organizations offer toll free numbers where their customers can directly contact centers without incurring any costs. The methods of providing customers information and sales has evolved tremendously especially with advancement in information technology in the highly competitive telecommunications industry.

Various industries now employ the contact center strategy. Telecommunication firms were the earliest to adopt the contact center strategy to handle large volumes of customer enquiries efficiently. However, today, the financial sector is the largest user of contact center. In the 1990s, a major transformation occurred in the financial sector in the operations of businesses. Other industries that currently use contact centers include the telecommunications industry, utility industry including water and electricity, government agencies, municipal councils and various non- profitable organizations.

Holman et al. (2007) found that 49% of contact centers focused on services, while 30% of contact centers focused on sales and services. The balance 21% focused on sales only. There are two types of contact centers: They are (1) Inbound and (2) Outbound. At least 79% of contact centers are inbound - where they serve the organizations own customers. Twenty one percent of contact centers on the other hand serve outbound customers.

The typical technologies used in most contact centers are telephones, supplemented by fax and email. Some organizations though use advanced technologies such as a voice, email, fax, voice over internet protocol (VoIP), media blending, and electronic customer relationship management in their contact centers.

Contact centers are typically personalized remote services by contact center agents in terms of business, information, queries and others. It is undeniable that one of the key success factors of a contact center is the contact personal itself besides the technology. Since the customer contact employees or popularly known as the contact center agents are the link between the entire organization and the external customer (Zeithml & Bitner, 2000), they are able to influence the service quality perception of the customers. Thus the ability of the organization in recognizing and adopting the right measures to ensure the contact center agents provide quality services in their interactions with customers is essential. The external customers will identify the service provided by the contact center agents as the service provided by the organization.

3. Challenges for Information Technology Project Manager

According to Dinsmore and Cabanis (2006) IT project manager face variety of challenges one of the challenges is the ability to stay abreast with the technology. The onslaught of the technologies in the addition to the legacy mainframe and client server technology is changing the way we think of the information technology. The effective use of information technology is indeed a strategic market differentiator for many businesses.

Another emerging technology issue is increased emphasis on security and information privacy; in particular industries notably healthcare and financial service which concern to information technology project manager. There are legal requirement that limit how one uses live data to create test data and how much data can be displayed to particular user. The other ways to hunt the information technology managers is though outsourcing which made agreement with service managers or associated service level agreement where actual information technology development work performed third party.

3.2 Factors that challenge successful implementation of projects

3.2.1 Organization structure factors

An organizational structure is system that outlines how certain activate is direct in order to achieve the goals of an organization. These activates can include rules, roles and responsibilities. Organization with relatively few layers of management in their hierarchy said to have flat organizational structure. The term flat is in reference to the way an organizational structure chart looks when it has fewer managers, featuring fewer and wider rows delineating the hierarchy of jobs. Flat structures impart distinct benefit to companies, but there are a number of challenges for flat organizational structures to overcome (David Ingram).

Hierarchical element alludes to the project's attributes that impact its capacity to embrace and utilization of contact center framework. Contact center is relied upon to speak to shoppers with advantages, for example, cost reserve funds, more noteworthy control over administration conveyance, lessened hold up times, higher saw levels of customization, and advantageous access to administrations without time or space requirements. This utilization of data innovation likewise offers to money related establishments since it can institutionalize benefit conveyance, decrease work and administration costs, extend the alternatives for conveyance, and achieve clients who are inaccessible through different channels.

3.2.2 Technology related factors

Based on the level of sophisticated needed for the contact center as well as contact volume and the budget available for sitting up the contact center the choice of the technology vary widely. The various options available for the technology bellow.

1. **A single contact number**

This is the most rudimentary approach towards establishment a contact center where you have toll free number that customer can contact without having to pay for it.

2. **Basic telephone system**

Here agent will have separate lines which can receive and make call

3. PABX system

A Private Automatic Branch Exchange is a set of specialized equipment that can allow contacts transferred internally while retaining individual numbers for different telephones. Callers can dial a specific extension to reach a specific agent or department.

4. Automatic Contact Distribution (ACD):

This is an advanced system, used in almost all contact centers today. This system provides the flexibility of offering improved customer service by allowing the contacts had placed on hold until an agent becomes free to answer the contact. This can drastically reduce contact drop rates and achieve load balancing by effectively distributing incoming contacts based on a defined set of rules. Most ACD systems today have the ability to generate comprehensive MIS reports on a near real time basis to help in analyzing contact patterns and changing rules to prioritize contacts based on real time variations in contact traffic.

5. IVR:

IVR systems had can also be used to route the contacts to the most relevant agent based on choices that the caller makes. One of the major negatives with an IVR system is that often a caller has to navigate through several menu options before he can speak to a real person, which can lead to a loss in customer satisfaction. Thus, it is important to pay close attention to the design of the menu in an IVR system.

6. Computer Telephone Integration (CTI):

Today, Interactive Voice Response systems had used mostly by inbound contact centers to automate many activities, which callers can handle by themselves. For a financial services contact center, this would mean providing details of the last five transactions or the current balance in the account. However, this would require the IVR system to be link to the underlying IT system and customer database for authentication of the caller and data retrieval. This is achieving through CTI, which also allows the agent to view the transactions and customer information related to the caller as soon as the contact is route to him/her. The other side of CTI is that it can be extremely expensive depending on the feature chooses and typically only very large contact center would have a full pledged CTI system. In CTI system agents typically have headsets and separate telephone equipment

such as head set is not required. In addition equipment used in telephony equipment is:-

- **Predictive dialers**

Predictive dialer is the out bound calling system that automatically dials from a list of telephone numbers like. Like other type of auto dialers predictive dialers call numbers automatically and the can help agent screen for the busy signals, voicemail, no answers and disconnected numbers.

- **Automatic Contact Recording**

ACR is a new feature which enables to record incoming and outgoing calls automatically and handling sensitive customer information where there is likely to be a high percentage of disputes, then it may be a wise idea to invest in automatic contact recording equipment. This will help to record the contact transcripts, which can used for resolving disputes as well as for training agents on how to handle specific situation. It is important to keep in mind that if contact recording equipment in use need to inform customer that contact may be record and provide them and managing up from live recording. And it must be legal team the team address the privacy of the customer regarding the voice of the customer record.

Noise Reduction headset

A contact center environment can become very noisy with the constant contacts attended by agents who may be seat very close to each other. Noise reduction headsets go a long way in increasing the productivity of agents as well as improving the customer contact experience, as it increases contact response time as well as post contacts processing time. Since agent would be using the head sets for long time every day, light weight, comfort headsets are the optimal choice.

The innovative element refers to adopter's impression of contact center qualities. Common qualities of innovation considered in innovation incorporate relative points of interest (perceived advantages), and relative weaknesses (perceived threats).

3.3 Environmental Factors

The internal and external factor was affected the organization and employee. The environmental factor contact center such as work organization and working practices, the working environment, working time arrangements monitoring systems and Health issues such as stress, postural problems and Muscular-Skeletal Disorders, acoustic shock, visual fatigue and voice loss. The working conditions like night shifts, rigid work profile, customer abuses and less rest periods also challenge the contact center employees. These acts as deterrent to their stability in contact center organizations as well as the industry.

Natural element refers to the outside environment in which the contact center works and its condition for supporting the improvement of contact center administrations

3.4 Strategic Factors

According to Grant (2000), strategy is view as a vehicle for achieving three key managerial purposes: strategy as decision support, as a vehicle for coordination and communication and strategy as a target. As a decision support, strategy establishes a set of guidelines and criteria of how individual decisions will made. Strategy as a vehicle for coordination and communication helps achieve consistency in decision over time and across departments and individuals with the organization. A key vehicle of communicating strategy is the mission statement, which is a summary of the organization strategy and purpose.

Strategy used by an organization is fundamentally influenced by the operational structure of the organization. It dictates how policies and objectives are established and how resources are allocated. When an organization changes its strategy, the existing organization structure may be ineffective. Though an effective structure, organizations members are able to develop synergies that promote effective strategy implementation. Successful strategy implementation involves empowering others to do all the things needed to put the strategy into place and execute it proficiently (Thompson, Strickland and Gamble, 2007).

3.5 Sizing Factors

In any organization before implementing contact center sizing of customer call are extremely important which directly collecting data of currently received incoming call.

Data need to be collected and analyzed in determining the call sizes are:

- Number of current call being received
- Call matrix: average duration of calls, minimum and maximum duration of calls, bucketing off calls in terms of duration.
- Metrics related to nature off calls; bucketing of calls into inquiry calls, service calls and compliant and escalation calls.

Other factor that influence call size are:

- time spent on data processing
- likely availability of staff(leave policy and absent)

Potential gain to achieve if the right expert had available to answer question arises by customer so that multiple call can be avoided. This needs to be measured both in qualitative terms of agent time saved as well as qualitative in terms of improvement in customer satisfaction and brand perception. Variations in peak traffic at different times of the day as well as between weekend and weekdays

In general, sizing an inbound call center is more challenging than sizing an outbound call center. In the former case, the organization cannot control the call volumes or the variation in peak traffic. While a huge organization may hire external consultants to arrive at the size of the call center, a simple process of sizing the call center is show below:

1. Arrive at the inbound and outbound call volume
2. Arrive at the average time for each call and related processing time for each call
3. Arrive at the actual work hours of an agent

The average time of each call should take into account only the actual time that is spent talking on the telephone. The processing time includes all paper work and data analytics work associated with a call.

Once these numbers are estimate, the average customer time calculated as follows:-

- Average customer time (in minutes) = Average call time + Average processing time
- Average number of calls per agent per day = 360/average customer time
- Staff required = Total call volume expected/average number of calls per agent per day

If the sizing of the call center is correct, then it goes a long way in ensuring that the human resource management of the call center is a success. Sizing should also consider the levels at which agents need to hired as well as the recruitment and promotion policies of the call center. Once call center sizing is complete, the output should be a staffing plan, which includes the following elements:

- Number of the agent initially required as well as year on year growth plan for the next 3 years.
- Identify the organizational structure and determine skill levels needed for the each role.
- Develop the recruitment process and the timelines.
- Design the induction training for initial hires.

4. Empirical Review

A study conducted in Malaysia (Haider, Mahadi, and Haslina, 2015) journal of engineering and applied science on implementation of electronic and documentation recording system (EDRMS) was undertaken to investigate the challenges of implementation of EDRMS with objective of implementation challenges. The study found that top management support, funds, ICT infrastructure and IT staff/implementing team have been frequently recognized as critical factors. Top Management supports a corporate approach that focuses collaboration, consciousness and knowledge sharing across the organization. A budget factor was dedicated to establishing EDMS and staff training. ICT infrastructure factor is deemed as an absolute answer to EDMS, since it is infrastructure necessary for the achievement of EDMS initiatives and IT implementation team is responsible to establish or develop the electronic service.

Finally, strategy and plan supports describe and explain the business organization in pursuing EDMS which it offers the important focus, as well as values for every person in the organization.

The speed of technology developments in the world constantly pressures organizations to upgrade their technological infrastructures. This is essential for contact centers to keep in pace with other contact centers that are fast picking up the outbound contacts market. With the advancement in technology today, contact centers are focusing on statistics such as waiting time, number of abandoned contacts, number of contacts and time taken by contact center agents to attend each contact. In fact, there is so much argument and discussion about the dilemma, which contact centers face in balancing between quality and quantity outputs. Taylor and Bain (1999) also argued that in their research on whether priority should give.

Wallace et al. (2000) had identified the strategy used in contact centers to combat the conflict between efficiency and service as the "sacrificial human resource strategy." It is consider sacrificial because the management sacrifices the enthusiasm and motivation of contact center agents. On the other hand, it is strategic because, it involves a coherent set of management activities and attitudes. Contact center agents had expected to absorb emotional costs by sacrificing their enthusiasm to provide efficient service without any cost to organization. Wallace et al. (2000) further described that this strategy is a conscious misalignment between the task demands and contact center agent's intrinsic motivation that results in stress, burnout as well as turnover intentions among the agents.

Wallace et al. (2000) concedes that to be successful in implementing the sacrificial human resource strategy, contact centers must be efficient in recruiting contact center agents, as the turnover rate in this industry is high. The organization must ensure that they are skilled in selecting intrinsically motivated contact agents. In addition, contact center managers should be able to design work tasks that will allow the newly recruited contact agents to adapt quickly to their work with minimum organizational specific knowledge. Lastly, a good system of monitoring contact center outputs and contact center agent performance must be in place.

(Holdsworth & Cartwright, 2002) found that the study the work environment of contact centers can be very stressful on employees. Therefore, the management must ensure that the work environment does not create barriers to delivery of excellent service quality to customers. Employee frustrations regarding the degree of decision-making, flexibility, and appropriateness of supervisor must be address to improve the satisfaction among employees. Thus, contact centers should create a supportive service climate at the workplace.

Jane Paul and Ursula Huws (2002) discus that organizational structure in contact centers vary according to the range and scale of services provided, the type of company or organization involved, the size of the organization and its links with other organizations. Despite these differences there are also some common features, including relatively flat management structures and, in many cases, the use of teams led by team leaders.

Gupta, McDaniel and Herathet (2005), found that sustaining organization structures, include organization leadership involvement, organizational culture, and organizational commitment related to service quality delivery and customer satisfaction. Resources and systems that support the service delivery process defined to be part of the sustaining structures suggested by Jack et al. (2006).

Peansupap and Walker (2005), classify the factors affecting ICT implementation in an organization as static and dynamic, where static factors, e.g. technological characteristics and communication channels, fundamentally affect initial ICT implementation and dynamic factors, e.g. motivation, training and technical support, sustain ICT implementation changes. People, who are a part of different project team organizations, manage projects and the project team organizations are a part of the construction industry.

In a survey conducted to assess the status of ICT implementation in the Australian construction industry, it was found that the annual turnover of an organization has an effect on the uptake of ICT and ICT training performance for an organization (Kajewski, Weippert, Remmers, and McFallan, 2004). Ruddock (2006) also reports that smaller firms tend to be less ICT intensive than large firms. Partly because large firms have more scope for improving communication flows within the organization and partly because large firms also invest more in ICT than small firms as ICT investment is risky and uncertain, which may be more difficult for small firms to bear.

Liberatore et al. (2001) have identified the improved capabilities of project management (PM) software as enablers of effective ICT adoption and an area for future research. Thus, information technology (IT) tools or Project Management software adopted for Project Management processes have an effect on ICT adoption for Business Project Management.

Using the internet as the communication platform facilitates the speedy transmission of information and also reduces the cost of communication with overseas construction sites as compared with traditional information handling methods (Tam, 1999). Thus, increased geographical separation between project team members is an important factor driving ICT adoption for Business Project Management.

4.1 Commercial Bank of Ethiopia Contact Center

Commercial bank of Ethiopia had established contact center late of 2016, to provide information for both internal and external customers with the short codes 8879 and 951 respectively. Being the only (first) local bank to establish contact center in Ethiopia to augment overall service delivery, the bank takes competitive advantage over other local banks. In addition to this helps the bank in establishing a solid foundation to be competitive enough with international banks. Thus, this project is strongly aligned with banks current vision, which is to become world-class bank in 2025. The contact center had established with 30 seats contact center as per the agreement reached between Ethiopian telecom and the bank.

Ato Daniel, the banks PMO manager, for the fortune magazine March 2015 also said that the project would enable customers to gain access to any information from the bank through email, phone, chat and SMS.

The proposed contact center of the bank was expected to provide support and information to both internal and external customers through short codes 8879 and 951 respectively. Moreover, it expected to improve the banks service delivery by providing appropriate information about the products and services to customers without coming to bank branches, in fact on some services that do not need physical presence of customers. The inception of contact center was also to give standardized prior information to customers who need to work with CBE before they go to branches and establish customer relationship with the bank. (CBE training manual 2016)

4.1.1 Contact center communication channel

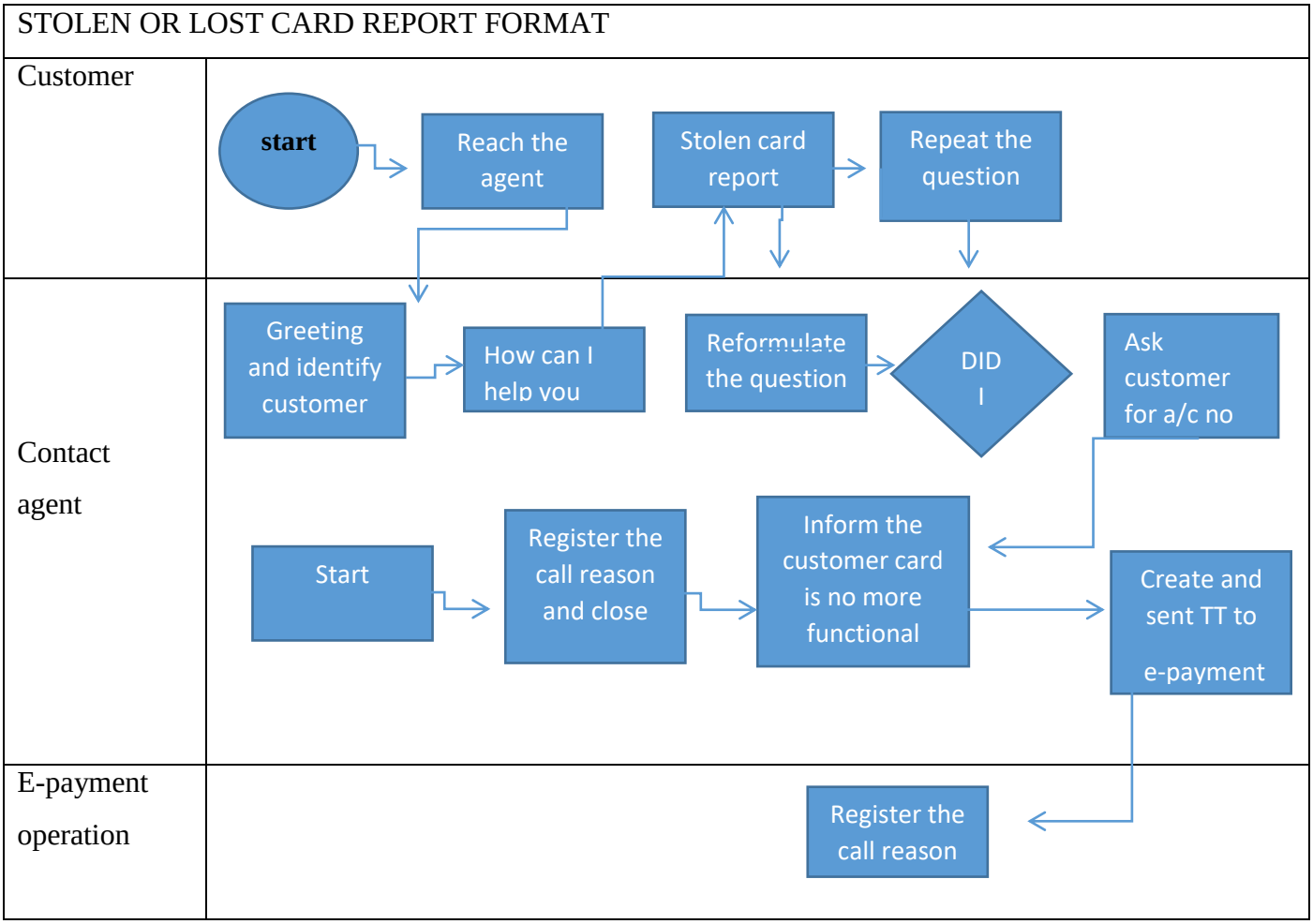
- Telephone
- IVR speech
- Email
- SMS text /instant messaging
- Internet website (peer to peer system)

4.1.2 Contact center service short code

- For internal 8879
- For external 951

4.1.3 Escalation of Case Contact Center of Commercial Bank of Ethiopia

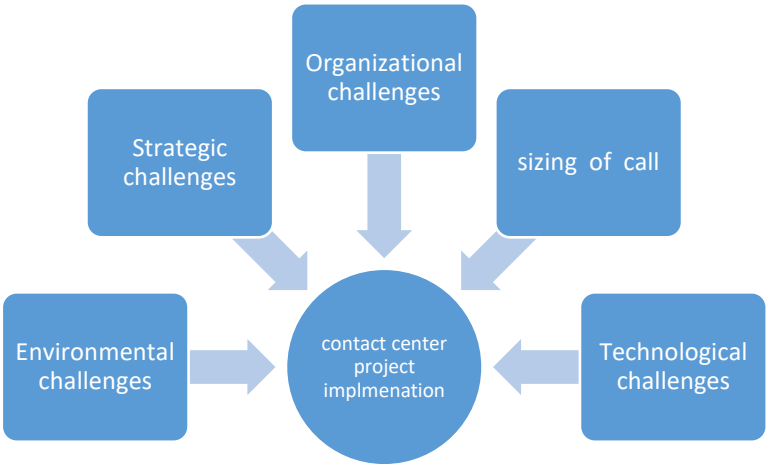
Example of commercial bank of Ethiopia contact center escalation of case format were customer ask questions: lost card or stolen card report (black list), unblack list black list card, limit of on the amount of transaction to the account using ATM, and account debited but not paid by using ATM



Source: Commercial Bank of Ethiopia Training Manual's 2018

5. Conceptual Framework

Conceptual framework is defined as an interconnected set of ideas (theories) about how a particular phenomenon functions are related to its parts. It is used to make conceptual distinctions and organize ideas by using diagrams or charts and the like. The conceptual model is a conceptualization in functional form of how the independent variables affect the dependent variable which is implementation challenges customer contact center project in commercial bank of Ethiopia. Hence, the researcher tries to see the relationship between Independent variables (organizational challenge, technological challenge, strategic challenges, sizing of the call) and dependent variable (implementation challenge of contact center).



Source: (questioner 2019)

Fig.1. Conceptual framework

CHAPTER THREE

3. Research Methodology

3.1. Introduction

This chapter describes the research design and methodology which helps in drawing the logical and coherent link between the data collected, analyzed, summarized, and conclusions and recommendations drawn in the subsequent chapters.

3.2. Research approach

In order to achieve the specific and general objectives of the study, both qualitative and quantitative (mixed) research approach is used. According to Creswell (2003) the use of both approaches is tandem so that the overall strength of the study is greater than either qualitative or quantitative research. According to Creswell (2009) qualitative research is a means for exploring and understanding the meaning of phenomenon from the view of participants. On the other hand, quantitative approach employs strategies of inquiry such as experiments and surveys, and collect data on predetermined instruments that yield numeric data that can be analyzed using statistical procedures and it is a means for testing objective theories through examining the relationship among variables. Qualitative method has been chosen as it uses ,unreconstructed logic to get at what is really real the quality, meaning, context or images of reality in customer contact center. The quantitative method helps for quantification of certain variables in the study population.

3.3. Research design

According to Sekaran (2013), research design is the blue print for data collection, measurement and analysis; based on the research questions of the study. The objective of the research is identifying implementation challenges of customer contact center at CBE so for the research which has the above mentioned objective, descriptive type of research is better. Descriptive researches are also those studies which are concerned with describing the characteristics of a particular individual, or of group and it include surveys and fact findings enquire of different kinds (Sakaran, 2003). Thus, this design is selected to express the current

phenomenon of a situation and gives prediction depending on the finding of the research and to describe the basic questions stated in the research.

3.4. Target Population

A population refers to the entire group of people, events, or things of interest that the researcher wishes to investigate and from which they can make inferences based on the sample statistics (Sekaran, 2013). The target respondents are the employee that had direct relation with the project implementation. These are the CBE project management office manager, the project manager, project teams and end users (contact center agents). There were total of 120 employees among proposed to select the representative sample size based on the proportional formula to obtain representative sample from the target population.

3.5. Sampling technique and size

Creswell (2009) define sampling technique as the process by which individuals are selected for a study. The objective of sampling is to make correct inference about the aggregate and is only justified if the selected part-the sample population is a true representative of the main population. There are two main types of sampling procedures: probability sampling and non-probability sampling. Probability sampling involves selecting elements randomly in that the selection of any one element is independent of the selection of the other elements. Unlike the case of probability sampling, in non-probability sampling the probability that an elementary unit in the population will be included in the sample is unknown. For this research, purposive sampling technique which is categorized under non probability sampling is used. According to Creswell (2009), under purposive sampling respondents are chosen based on their convenience and availability. To determine the sample size, formula of Taro Yamane (1967); was used.

From the total population of 120, the total sample size is identified using Taro Yamane's (1967) as cited in Shewamen (2004) statistical formula with 95% confidence level and 5% error. Hence, the sample size will be 92 and the same population classifies the study for each process.

$$n = \frac{N}{1 + N(e)^2}$$

$$n = \frac{120}{1 + 120(.05)^2}$$

$$n = 92$$

Where

N= total population size

n=sample size

e= sampling error

3.6. Data source and collection instrument

Both primary and secondary data sources were used for the study. Primary data are those which are collected for the first time and thus happen to be original in character (Kothari, 2004). In this study, the primary data has been collected through interview, questionnaires and observation prepared by the researcher. Questionnaires were developed for the selected commercial bank of Ethiopia contact center staffs and distributed for each employee. Secondary data are those that are already available, and refer to data that have already been collected and analyzed by someone else (Kothari, 2004). In order to strength the result and findings of the study, the researcher examines different articles, academic journals, and useful academic books and banks reports as secondary data.

And also developed questionnaire targeted to collect significant information relating to various challenges of project implementation. The questionnaire is developed thorough review of relevant literature or identifying the various project implementation challenges. Finally, a structured questionnaire with 65 questions is prepared on five different categories of challenges. The survey was conducted by a five-point Likert scale which is developed ranging from1; “Strongly disagree”, 3; “neither agree nor disagree” and finally to 5; “Strongly agree”.

3.7. Reliability and validity

To measure the consistency of the Questionnaire, the reliability analysis was done using Cronbach's Alpha (α), the most common measure of scale reliability test. As indicated below in Table 4.12 below the value for Cronbach's Alpha (α) was 0.836 for all variables which exceed 0.70 the accepted value for Cronbach's Alpha (Field, 2009; Cohen and Sayag, 2010). In short nut, the responses generated for all of the variables used in this research was reliable enough for data analysis.

Table 3.1. Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.821	.872	65

Validity is achieved when the methodology and research data that is shown in the survey is accurate and true. Wainer and Braun (1998) describe the validity in quantitative research as "construct validity". The construct is the initial concept, notion, question or hypothesis that determines which data is to be gathered and how it is to be gathered. They also assert that quantitative researchers actively cause or affect the interplay between construct and data in order to validate their investigation, usually by the application of a test or other process. In this sense, the involvement of the researchers in the research process would greatly reduce the validity of a test.

3.8. Data analysis method

Descriptive analysis has been used to analyze Likert scale type data. According to Marczyket.al, (2005) descriptive statistical procedures allow researchers to describe groups of individuals and events, examine the relationships between different variables, and examine and generalize results obtained from a sample back to the population from which the sample was drawn. Furthermore, descriptive statistics of frequency tables are used to describe the data collected in research studies and to accurately characterize the variables under observation within a specific sample. The analysis was done with the help of Statistical Package for Social Sciences (SPSS) 20 was employed. The responses in the questionnaire

were coded into common themes to facilitate analysis. Data was presented in descriptive form supported by tables, frequency distributions, graphs and percentages.

The five-point Likert-scale questionnaires were analyzed by determining the cutoff value of the points. The Problems with mean score of greater than 4.21 were considered very good/strongly agree; mean scores between 3.41 and 4.2 were considered as good/agree; mean score between 2.61-3.4 were considered as neutral; mean score between 1.81-2.60 were considered as fair/disagree and problems with mean score lower than 1.8 were considered as low degree of importance. The output of the interviews held with selected respondents has been jot down and briefly discussed in the findings part of the study.

3.9 Ethical issues

The study will in line with the organizations policy in relation to any intellectual property rights of the organization. Regarding privacy of the respondents, their responses are strictly confidential and only used for academic purposes. It cannot be ethical to access some confidential documents of the organization. So, the organization‘s code of ethics taken in to account without significantly compromising the findings of the study. Concerning references, all the materials and sources are properly acknowledged.

CHAPTER FOUR

4. Data analysis and presentation

4.1. Introduction

This part of the paper presents the data analysis section of the paper. Questionnaire was the main data collection tool used supported by secondary data. The data collected via questionnaire were summarized, organized and analyzed Excel 2016 and SPSS 20 Statistical tool. Descriptive statistics method mainly used to analyze the data.

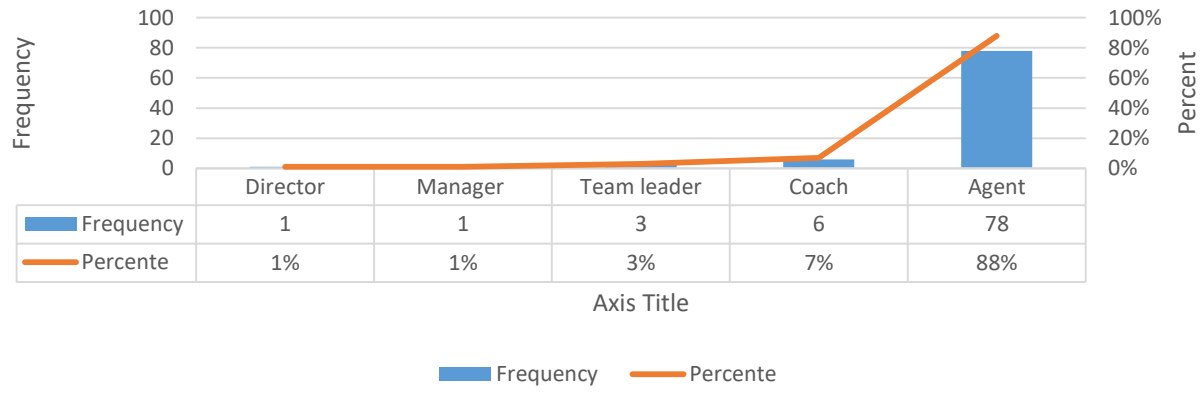
From the 92 questionnaires, distributed 89 questionnaires had filled and returned to the researcher. The total number of questions included in the questionnaire was 75. Out of those questions, 65 of them had designed in Likert five scale formats. However, the other 10 questions were respondent profile and company related. The Likert questions were analyzed using descriptive statistics, means, and standard deviation.

4.2 General profile of Respondent

The respondents profile has two parts. The first part tells us the demographic statistical result of respondent and the second part tells us the profile of the company, which they were representing at that moment.

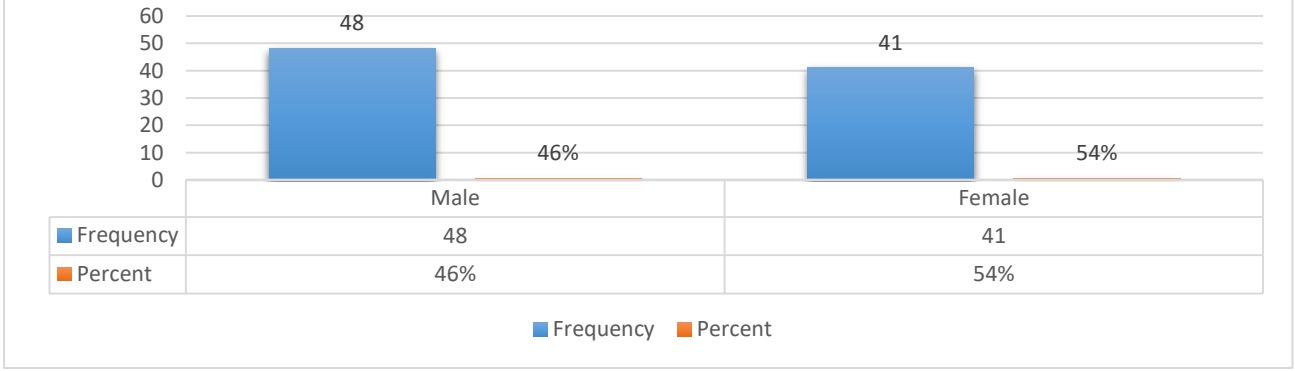
As far as the respondents' job position is concerned, all of them have shown their job position. From table 4.1, it is simple to understand that 87.64 percent and 6.74 percent of the respondents were having the position of agent and coach respectively but 1.12 percent, 1.12 percent and 3.37 percent of the respondents were entitled with company director, manager and team leader in their company. Those respondents who have shown their job position as agent the most respondent as compare to other position.

Table 4.1. work positions



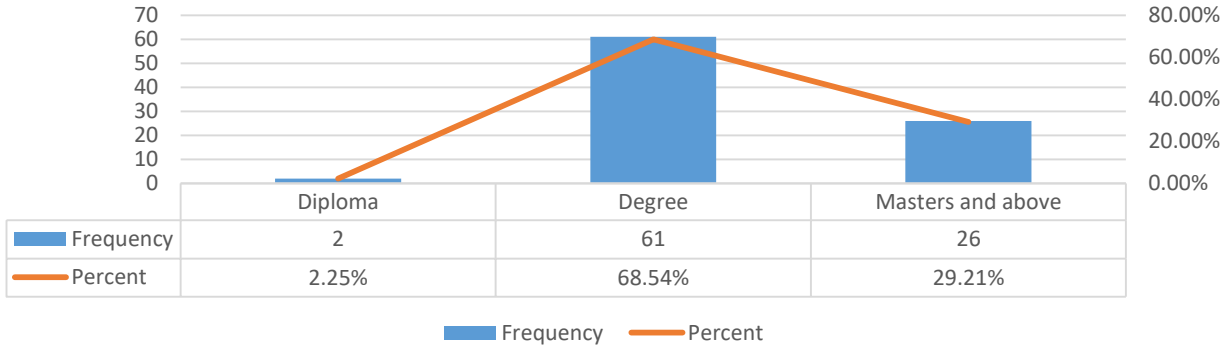
As it clearly seen on table 4.2 out of the 89 respondents, 53.93 percent of them were male and the remaining 46.07 percent were female. The reason behind the small number gap seen between male and female respondents might be the nature of the job which near to equally favors men and women.

Table 4.2. Gender distribution



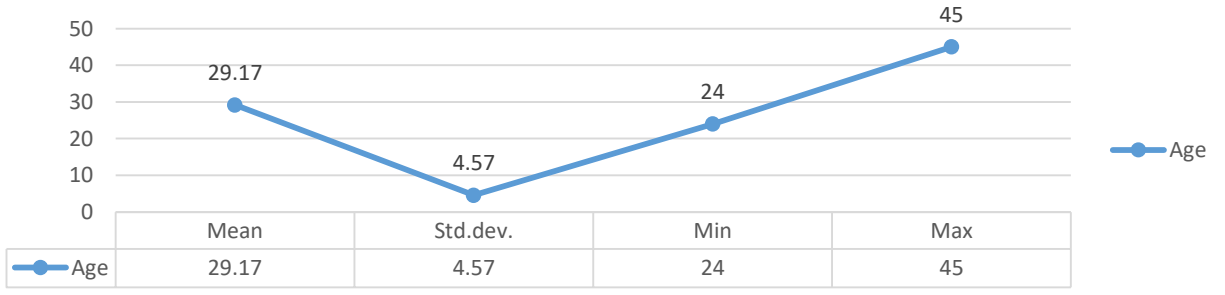
As per Table 4.3, all of the respondents have disclosed their educational level. According to the table, 2.5 percent of the respondents have completed diploma. However, 68.54 percent, and 29.21 percent were degree and Masters and above respectively.

Table 4.3. Education level



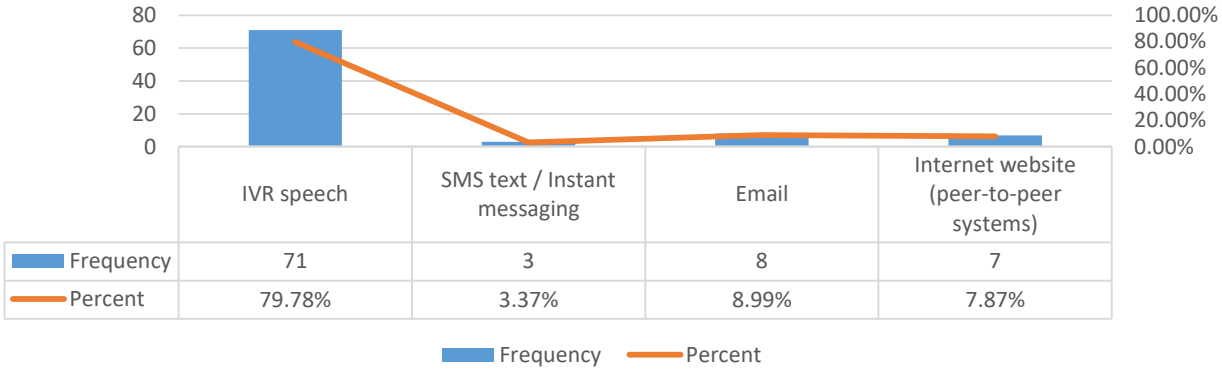
The respondent characteristics in the table.4 result also point out of the study indicate that the majority of the respondent were in adult age bracket, average age was 29.179, min age 24 and max age 45 with standard deviation of plus or minus 4.576.

Table 4.4. Age distribution



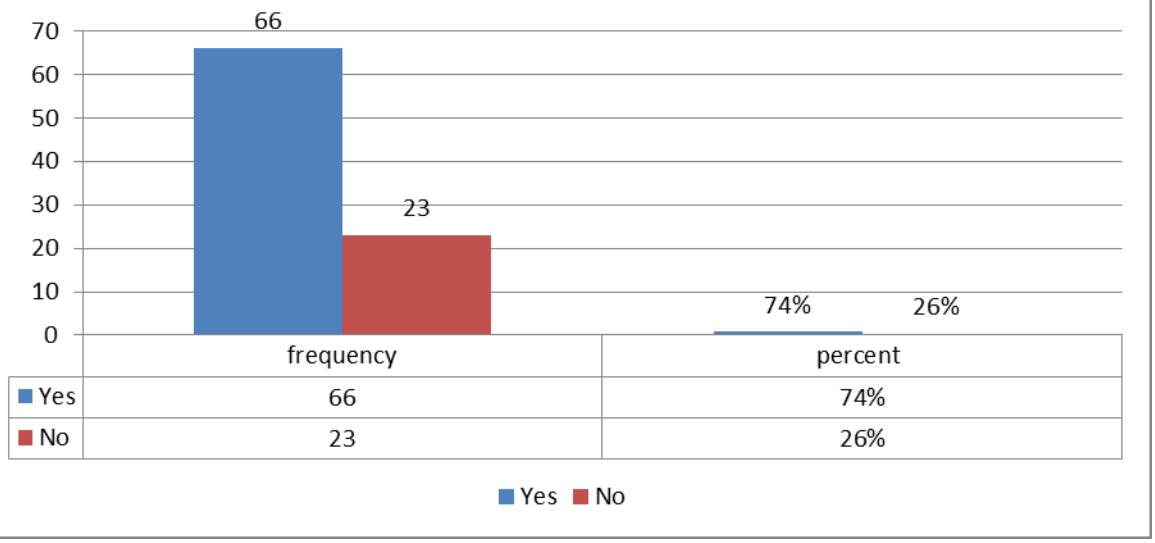
Survey respondents had also asked about, which contact center communication channel of the bank do you used. In this regard, 79.78 percent of the respondents indicated that IVR speech communication channel used. About 8.99 percent and 7.87 percent respondents had used Email and Internet website (peer-to-peer systems) communication channel respectively. The remaining 3.37 percent had used SMS text / Instant messaging communication channel.

Table 4.5. contact center communication channenals

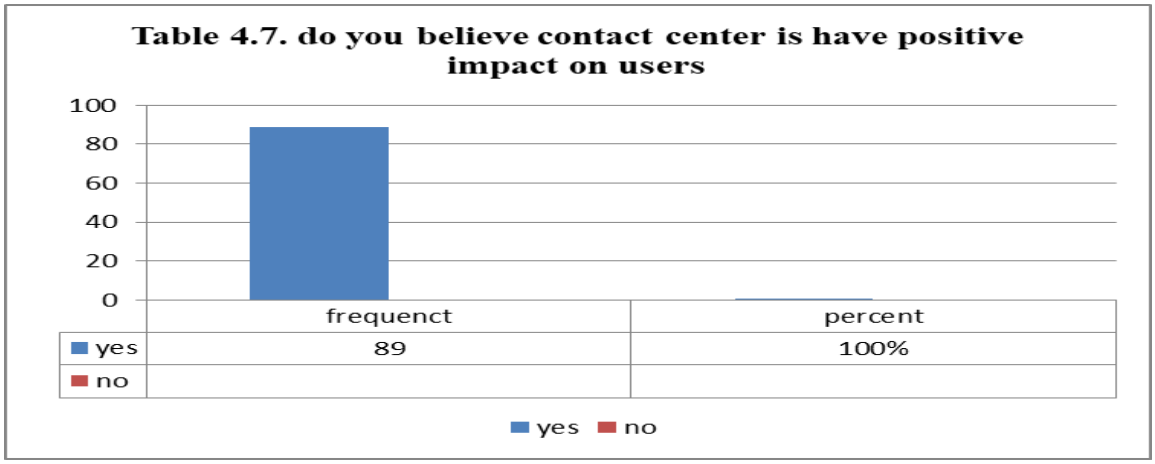


According to the data presented in table 4.6, among 89 respondents that actually 74.16 percent had believed customer pressure is a critical implementation contact. The rest 25.84 percent did not have believed customer pressure is a critical implementation contact.

Table 4.6. Do you believe customer pressure is critical implementation of contact center ?



To investigate the contact center is having positive impact on the use, 100.00 Percent respondent that had believe contact center is having positive impact on the user (table.4.7).



One result that is more prominent depicts that 77.5 percent of survey respondents said that think customers are safe or secure using contact center facility. Those who said it was not think customers are safe or secure using contact center facility represented 22.50 percent (table.4.8).

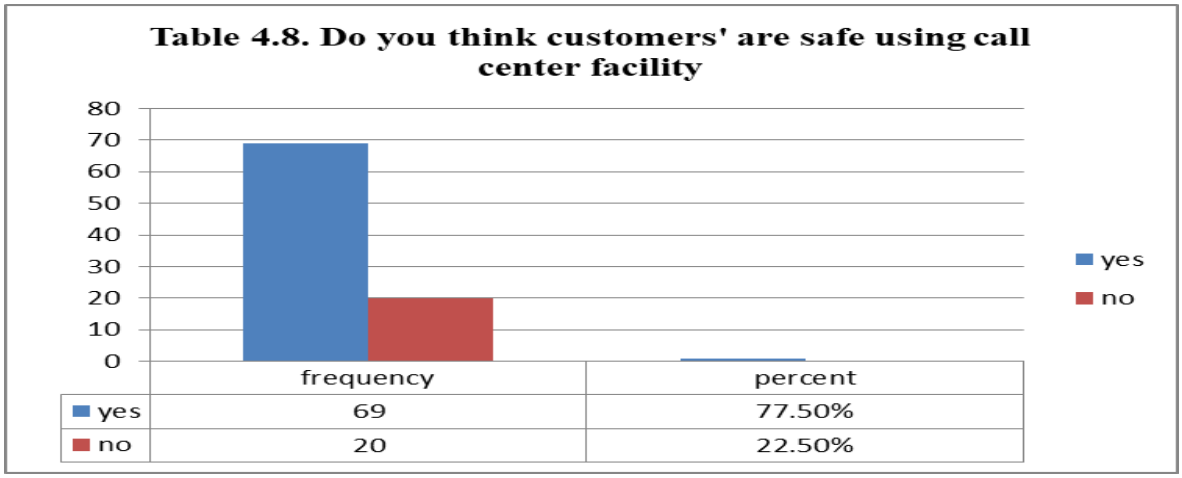
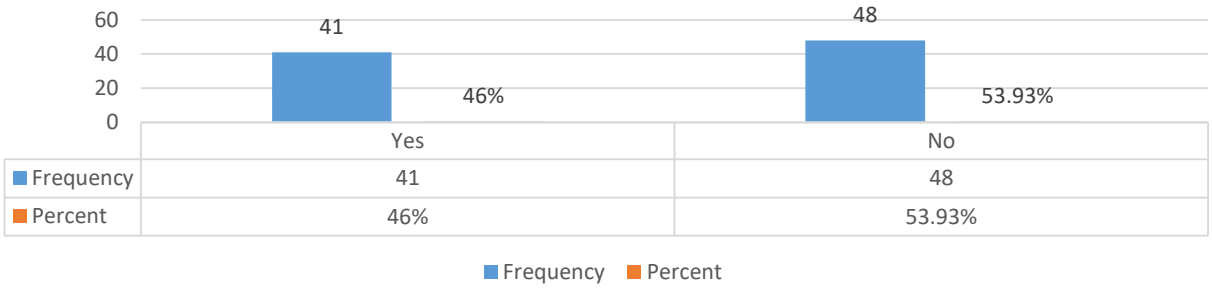


Table.4.9 shows 53.93 percent of survey respondents indicate that did not have believe vision of contact center activities is widely communicated and understood throughout the bank. Another 46.07 percent said that had believed vision of contact center activities widely communicated and understood throughout the bank.

Table 4.9. Do you believe vision of call center activities widely communicated and understood throughout the bank?



	Yes	No
Frequency	41	48
Percent	46%	53.93%

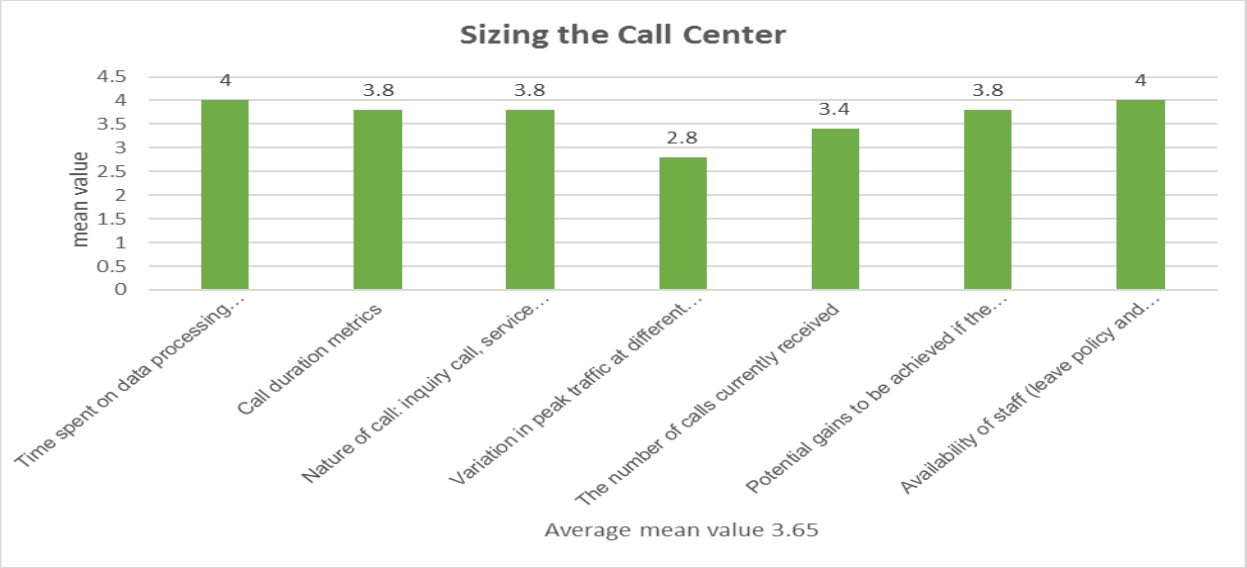
Frequency Percent

4.3. Challenges of CBE contact center project implementation

4.3.1. Sizing the Contact Center

Arriving at the right size for the contact center is extremely important. You can start this process by collecting data pertaining to the contacts that you currently receive.

The study conducted on sizing the contact center that hinders the implementation of commercial bank of Ethiopia contact center project. Reveal that the mean score of the value of the categories in average was 3.65, which fall under, agree degree of agreement. This implied that the overall average response for the sizing the contact center related challenges was agreed by the respondents**.**



All the questions under this category have got high rate as explained by mean scores of each 4, 3.8, 3.8, 3.4, 3.8 and 4 respectively except 2.8. The summative score of questionnaires designed for the sizing the contact center related challenge revealed in terms of time spent on data processing activity pre and post contact, contact duration, nature of contact, inquiry, service, complaints/escalation contacts, variation in peak traffic at times of day as well as, between weekend and weekdays, the number of contacts currently received, Potential gains to be achieved if the right expert is made available to answer the contact, Availability of staff (leave policy and absenteeism) had been a challenge to implement the contact center projects.

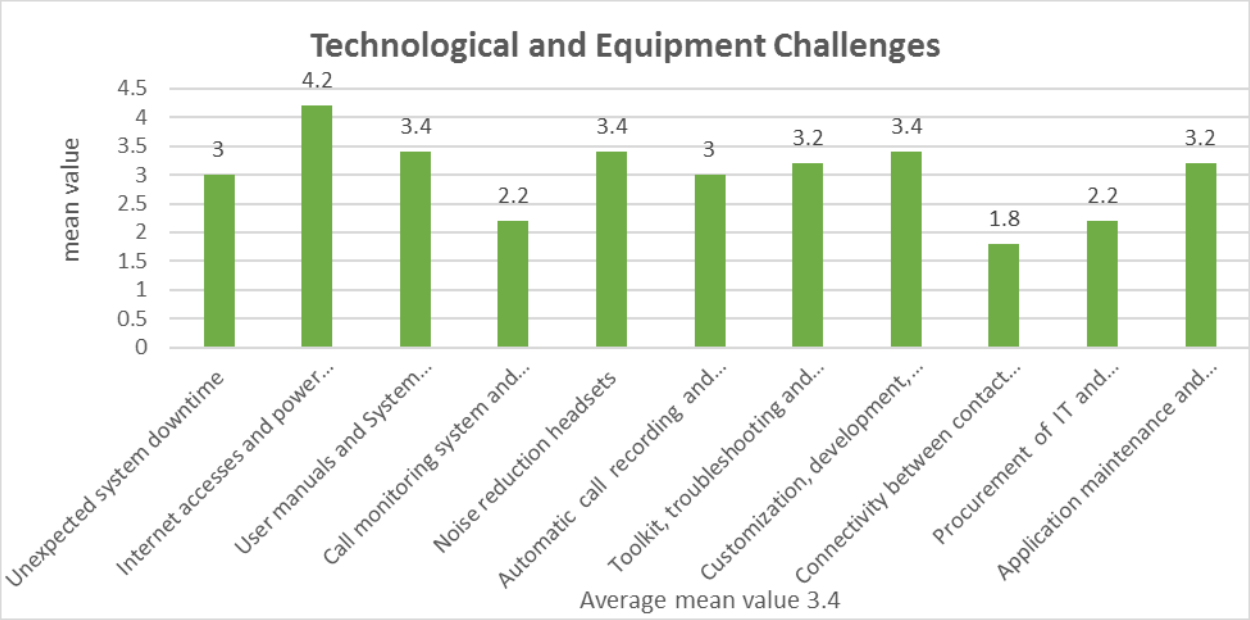
However, the statement that stating the variation in peak traffic at times of day as well as, between weekend and weekdays as compared to other items in the category as indicated in mean score of 2.8 was moderately important to sizing the contact center, on the contrary, the time spent on data processing activity pre and post contact and Availability of staff (leave policy and absenteeism) was the most important to sizing the contact center the as compared with other item in the sizing the contact center revealed in the mean score of 4.

4.3.2. Technology and Equipment

Based on the level of sophistication needed for the contact center as well as contact volumes and the budget available for setting up the contact center, the choice of technology can vary widely. The various options available for telephony technology summarized below: single contact number, IVR, PABX system, basic telephone system, automatic contact distribution.

As it shown in the below table 4.11 Among the items under category of technological and equipment challenges the highest score were registered by the item stating that internet accesses and power interruption mean score of 4.2 imply that there were high internet and power interruption. In addition, User and System administrator manuals, Noise reduction headsets, Customization, development, integration of applications with the bank systems were the challenge to the implementation of commercial bank of Ethiopia contact center project and has got mean score of 3.4 respectively and fall under agreed level of agreement. The respondents' also reveal neutral stance on the items stating that unexpected system downtime, automatic contact recording and web integration services, toolkit, troubleshooting and installation guides, Application maintenance and version upgrades and the mean score were 3, 3, 3.2 and 3.2 respectively.

Table: 4.11. Technological and equipment related challenges



On the other hand, majority of the respondents strongly disagree and disagree on the following items under the category of technological and equipment related challenges that were challenge to the implementation of commercial bank of Ethiopia contact center projects: Contact monitoring system and predictive dialers, Connectivity between contact center and bank's data center and disaster recovery and Procurement of IT and network infrastructure equipment for hosting the solution components at banks data center and disaster recovery with the mean score of 2.2, 1.8 and 2.2 respectively.

In general, the study conducted on technology and equipment related challenges that hinder the implementation of commercial bank of Ethiopia contact center project were reveal that the mean score of the value of the categories in average was 3.4, which fall under, Agree degree of agreement. This implied that the overall average response for the technology and equipment related challenges were agreed by the respondents and it was the real challenges to the implementation of commercial bank of Ethiopia contact center project**.**

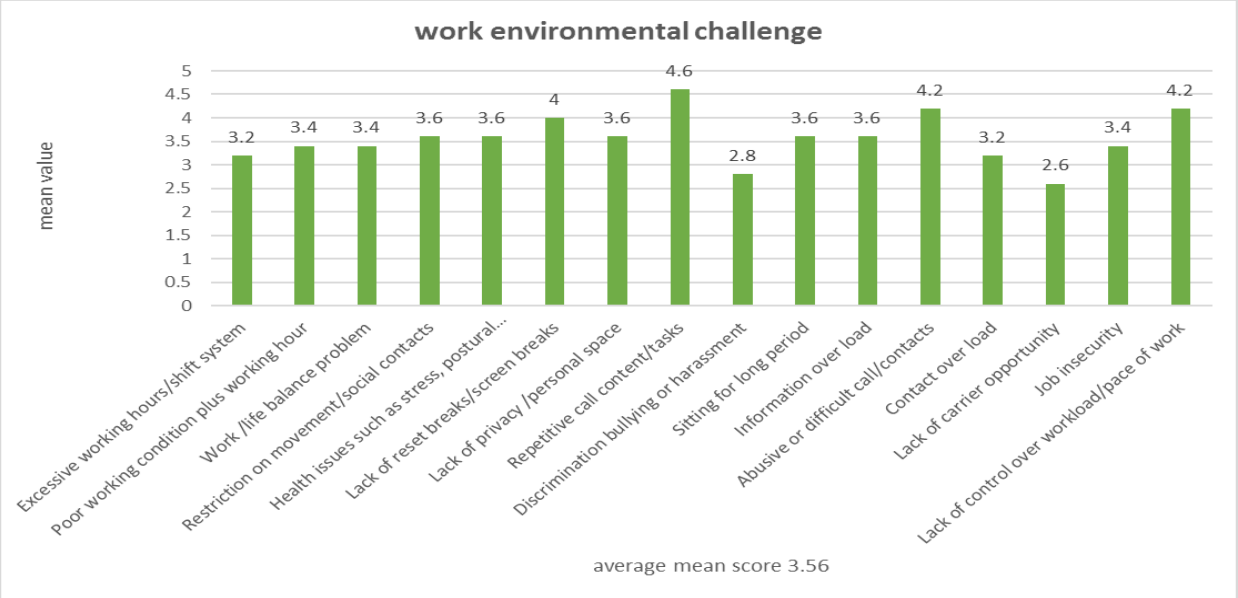
4.3.3. Work Environment challenges

The environmental factor contact center such as work organization and working practices, the working environment, working time arrangements monitoring systems and Health issues such as stress, postural problems and Muscular-Skeletal Disorders, acoustic shock, visual fatigue and voice loss. The working conditions like night shifts, rigid work profile,

customer abuses and less rest periods also challenge the contact center employees. These acts as deterrent to their stability in contact center organizations as well as the industry.

The study conducted on work environmental related challenges conclude that work environment related challenges were hinder the implementation of commercial bank of Ethiopia contact center project. Reveal that the mean score of the value of the categories in average was 3.56, which fall under, Agree degree of agreement. This implied that the overall average response for the work environmental related challenges was agreed as work environment related challenges were a challenge to commercial bank of Ethiopia contact center project implementation by the respondents**.**

Table: 4.12. Work environmental related challenges



As it shown in the above table 4.12 among the items under category of work environment related challenges the highest score were registered by the item stating that Repetitive contact content/tasks mean score of 4.6 imply that there were high tedious contact content or tasks. In addition, Poor working condition plus working hour, Work/life balance problem, Restriction on movement/social contacts, Health issues such as stress, postural problems, muscular-skeletal disorders, acoustic shock, visual fatigue, hiring and voice loss, Lack of reset breaks/screen breaks, lack of privacy/personal space, sitting for long period, information overload, abusive or difficult contact or contents, job insecurity and lack of control over workload/place of work were a challenges in related to work environment challenges has got mean score of 3.4, 3.4, 3.6, 3.6, 4, 3.6, 3.6,3.6, 4.2, 3.4 and 4.2 respectively. The majority of the respondents also reveal neutral opinion on the following items Excessive working

hours/shift system, Discrimination bullying or harassment, contact overload and lack of carrier opportunity. However, none of the respondents were strongly disagreed and disagreed on the items provided under the category of work environment related challenges while implementing the CBE contact center project.

4.3.4. Organizational structure challenges

An organizational structure is system that outlines how certain activate is direct in order to achieve the goals of an organization. These activates can include rules, roles and responsibilities. Organization with relatively few layers of management in their hierarchy said to have flat organizational structure.

The study also conducted on Organizational structure challenges that hinder the implementation of commercial bank of Ethiopia contact center project. Reveal that the mean score of the value of the categories in average was 2.9, which fall under, neutral degree of agreement. This implied that the overall average response for the organizational structure related challenges was neither challenge nor benefited for commercial bank of Ethiopia contact center implementation of the project**.**

However, among the items under organizational structure some items score agreed level of agreement such as organization structure, poor team relationship, monitoring system, agent performance measuring, employee performance measurement with the right Metrix, Staff Welfare Health and Safety, Leave and Benefit, promotion and career paths and office space for designed bank staffs with the mean score of 3.6, 4.2, 3.4, 3.6, 3.8, 3.8, 3.8, 3.6, 3.8 and 3.8 respectively while lack of working procedure and policy was considered as the most challenge to the implementation of commercial bank of Ethiopia contact center project implementation and scored 4.2 mean score.

Table: 4.14. Organizational structure related challenges

Some items also score neutral level of agreement by the respondents those were poor organizational culture, recruiting and retaining the right agent, lack of training and development, Lack of employee recognition and reward system, Lack of employee involvement decision making, compensation structure and staff poor system design and sored 3, 2.6, 2.6, 3.2, 2.8, 2.8, 3 and 2.6 respectively. On the contrary, the respondents' reveal their strong disagreement and disagreement on the following items under the category of organization structured related challenges: management system, poor management lack of support, lack of autonomy flexibility, empowering agents with the right tools and staff retention and scored mean value of 1.6, 2.2, 2.2, 2.4 and 2.4 respectively.

In conclusion, the majority of the respondents were neutral on that the organizational structure related challenges were a challenge to the implementation of CBE contact center project.

4.3.5. Strategically challenges of contact center project

Strategy is view as a vehicle for achieving three key managerial purposes: strategy as decision support, as a vehicle for coordination and communication and strategy as a target. As a decision support, strategy establishes a set of guidelines and criteria of how individual

decisions will made. Strategy as a vehicle for coordination and communication helps achieve consistency in decision over time and across departments and individuals with the organization. A key vehicle of communicating strategy is the mission statement, which is a summary of the organization strategy and purpose.

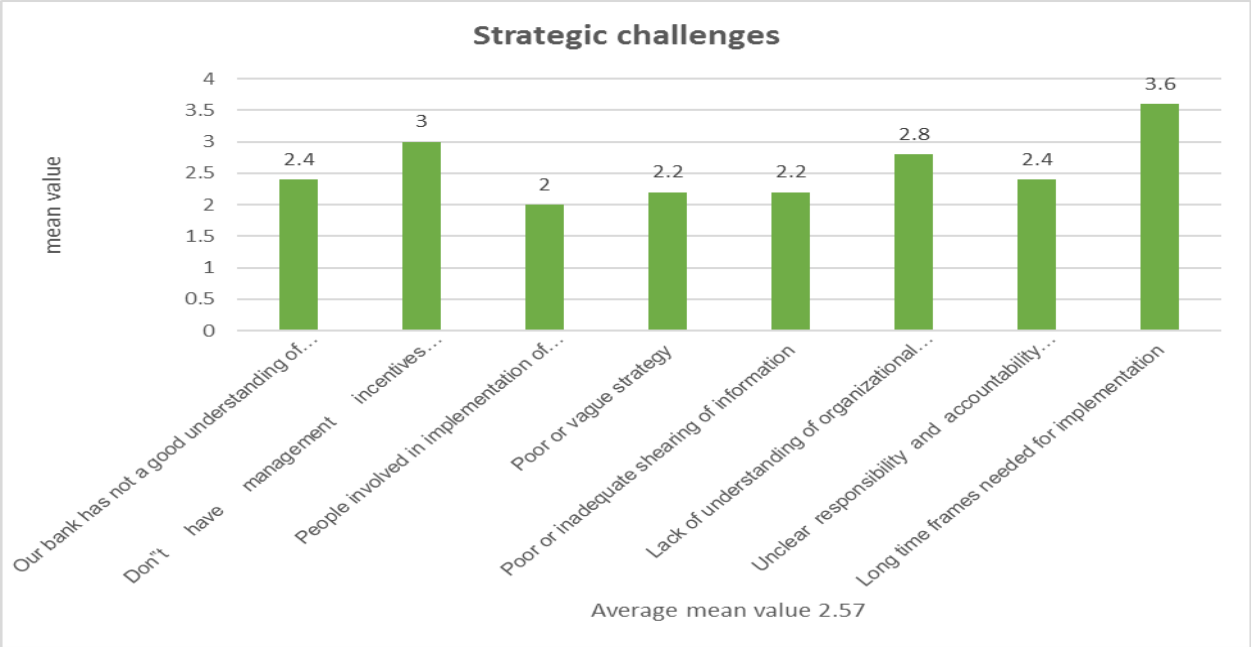


Table: 4.15. Strategic challenges

The study also made from the perspective of strategic challenges. As one can see from the table 4.15 most of the respondents response revealed that the man score value for the category in average was 2.57 which fall on disagree degree of agreement. This implied that the overall average response for the strategic challenges was disagreed by the majority of respondents. All the questions under this category have got lower rate as explained by mean scores of each 2.4, 3, 2, 2.2, 2.2, 2.8 and 2.4 respectively except 3.6. The summative score of questionnaires designed for the strategic challenges that hinder the contact center implementation of projects revealed in terms of Our bank has not a good understanding of contact center, business model that are applicable to our business, Don't have management incentives linked to Strategy, People involved in implementation of strategy are often not involved during strategy design and its implementation plan, Poor or vague strategy, Poor or inadequate shearing of information, Lack of understanding of organizational structure, including information sharing and coordination methods, Unclear responsibility and accountability in the execution process, Long time frames needed for implementation.

However, among the items listed under the category of strategic related challenges item stating that long time frames needed for implementation was scored agreed level of agreement unlike other items with the mean score of 3.6 this imply that the long time frames for the implementation was the challenge to the project. The researcher concludes that the strategic related challenges were not considered as a challenge to the implementation of CBE contact center project implementation.

4.4. Interview results

The interview was held with director, managers, team leaders and coaches regarding the challenges that commercial bank of Ethiopia contact center project implementation.

According to the interview, the bank had no physical gear to bolster the utilization of contact center as plan. Administration had given satisfactory support to buy and upkeep of the accessible hardware. However, because of the delay of the contact center building construction the management couldn't invest on the required resource that can fully managed by commercial bank of Ethiopia technical staff. The interview with project manager and coordinators, reveals that the absence of preceding bench mark or competitors in the local bank industry in contact center project commercial bank of Ethiopia contact center face high resistance from different department and individual and also the project by itself require building to be operate in full scale and the delay of the construction of building as in intended time challenges the project implementation.

As Interview reveal that on the phase of planning and scoping of the project all stake holder specially some department that are expected to have some class relation with the project are not invited when defining the scope of the project. Because of this the project has been facing coordination and communication challenges with other departments of the bank. In addition, awareness about vision of contact center activities is not widely communicated and understood throughout the bank about the benefits of the project and their roles and responsibility while utilizing the project.

The interview with the team leaders and coach reveal some challenges they face while using contact center facility. Some customer support officer/agent complains about headset. Agents could not access position change due to lack of job rotation that has been intended before the establishment of contact center. In addition, the agents were complained that should not be

staffed at contact center for more than two to three years at the center. Since the bank utilizes Ethiopian telecom facility the management couldn't able to utilize full human resource. Moreover, lack of stakeholder participation during project scoping, technology inaccessibility, lack of strong communication among the stakeholders, Lack of agent's experience working with computer that help them how to operate and integrate the technology also determine the effective implementation.

4.5. Discussion

As Malaysian (March, 2004), the establishing a contact center to handle the customer contacts for your organization, then arriving at the right size for the contact center is extremely important. In general, sizing an inbound contact center is more challenging than sizing an outbound contact center. In the former case, the organization cannot control the contact volumes or the variation in peak traffic. The size of the contact center factors had include: time spent on data processing activity–pre and post contact, availability of staff (leave policy and absenteeism), Potential gains to be achieved if the right expert is made available to answer the contact, Variations in peak traffic at different times of the day as well as between weekend and weekdays.

Taylor and Bain (1999) also argued that in their research on whether priority given to the speed of technology developments in the world constantly pressures organizations to upgrade their technological infrastructures. This is essential for contact centers to keep in pace with other contact centers that are fast picking up the outbound contacts market. With the advancement in technology today, contact centers are focusing on statistics such as waiting time, number of abandoned contacts, number of contacts and time taken by contact center agents to attend each contact. In fact, had so much argument and discussion about the dilemma that contact centers face in balancing between quality and quantity outputs.

Thus, from the result it can be conclude that Environmental challenge influences the implementation of contact center project and aligned with the following studies the work environment of contact centers can be very stressful on employees. Therefore, the management must ensure that the work environment does not create barriers to delivery of excellent service quality to customers. Employee frustrations regarding the degree of decision making, flexibility, and appropriateness of supervisor addressed to improve the

satisfaction among employees (Holdsworth & Cartwright, 2002). Thus, contact centers should create a supportive service climate at the workplace. These acts as deterrent to their stability in contact center organizations as well as the industry. Referring to previous studies, the results concerning environmental challenge implementation contact center Paul and Ursula Huws (August, 2002) find he working environment like night shifts, rigid work profile, customer abuses and less rest periods also challenge the contact center employees.

The past study support the finding result, Wallace et al. (2000) had identified the strategy used in contact centers to combat the conflict between efficiency and service as the "sacrificial human resource strategy." It had considered sacrificial because the management sacrifices the enthusiasm and motivation of contact center agents. On the other hand, it is strategic because, it involves a coherent set of management activities and attitudes. Contact center agents had expected to absorb emotional costs by sacrificing their enthusiasm to provide efficient service without any cost to organization. Wallace et al. (2000) further described that this strategy is a conscious misalignment between the task demands and contact center agent's intrinsic motivation that results in stress, burnout as well as turnover intentions among the agents.

The study conducted on Organizational structure challenges that hinder the implementation of commercial bank of Ethiopia contact center project reveal that the mean score of the value of the categories in average was 2.9, which fall under, neutral degree of agreement. The finding was inconsistent to the results of Paul and Ursula Huws (August 2002). The organizational structure coupled with the management systems and rigid and exacting performance standards puts strain on its employees. Most contact centers have a flat organizational structure. These results in lesser rungs in the organizational structure and this perceived as lesser growth opportunities for employees within the organization. This de-motivates the employees and they quit the organization for higher positions in other organizations. The study support by Gupta, McDaniel and Herathet (2005), found that sustaining organization structures, which include organization leadership involvement, organizational culture, and organizational commitments related to service quality delivery and customer satisfaction.

CHAPTER FIVE

5. Summery, conclusion and recommendation

5.1. Introduction

This section displays a rundown of the discoveries, discourses conclusions and proposals for practice and further research on the issue. The fundamental goal of this study was to research the challenges that are facing during Commercial bank of Ethiopia contact center project implementation based on organizational, environmental, technological, sizing of call and strategic factor that challenge the project implementation as intended objective.

5.2. Summary of major findings

The respondents who have shown their job position as agent was the majority respondent as compare to other position. The respondents' information result was also point out of the study indicate that the majority of the respondent were in adult age bracket, average age was 29.17 majority of the respondents were indicated that IVR speech communication channel used.

As per finding, the respondents had believed the customer pressure is a critical implementation of commercial bank of Ethiopia contact center. To investigate the result all respondent that had believe contact center is having positive impact on the user. In addition, majority of respondents said that think customers are safe or secure using contact center facility. While majority respondents indicate that did not have believed vision of contact center activities widely communicated and understood throughout the bank.

To capture information regarding the vision of contact center, survey respondents asked about vision on contact center in the commercial bank of Ethiopia. The majority respondents had a clear vision on contact center in the commercial bank of Ethiopia.

5.3. Conclusion

According to the findings, the following conclusion is drawn in relation with the data analysis and findings. This study has identified and concludes that the commercial bank of Ethiopia contact center projects encountered serious challenges from the sizing, organizational, technological and environmental related problems during the implementation phase of the project.

- The study conclude that the overall average response for the sizing the contact center related challenges was agreed by the respondents**.** This implied that sizing the contact center was a challenge to the implementation of commercial bank of Ethiopia contact center project.
- In general, the study conducted on technology and equipment related challenges that hinder the implementation of commercial bank of Ethiopia contact center project were reveal that the mean score of the value of the categories agree degree of agreement. This implied that the overall average response for the technology and equipment related challenges were agreed by the respondents and it was the real challenges to the implementation of commercial bank of Ethiopia contact center project**.**

- The study conducted on work environmental related challenges conclude that work environment related challenges were hinder the implementation of commercial bank of Ethiopia contact center project. This implied that the overall average response for the work environmental related challenges was agreed as work environment related challenges were a challenge to commercial bank of Ethiopia contact center project implementation by the respondents**.**
- The study also conducted on Organizational structure challenges that hinder the implementation of commercial bank of Ethiopia contact center project. This implied that the overall average response for the organizational structure related challenges was neither challenge nor benefited for commercial bank of Ethiopia contact center implementation of the project**.** In conclusion, the majority of the respondents were neutral on that the organizational structure related challenges were a challenge to the implementation of commercial bank of Ethiopia contact center project.

- The study also made from the perspective of strategic challenges. Most of the respondents response revealed that the man score value fall on disagree degree of agreement. This implied that the overall average response for the strategic challenges was disagreed by the majority of respondents and was not the challenge to the implementation of CBE contact center project.

5.4. Recommendation

To solve the problems that hinder effective implementation of the CBE contact center project the following recommendations were suggested in the view of the research finding.

- To overcome the organizational challenges the bank should consider agents knowledge and skills about ICT knowledge and to solve this bank should design a long term and short term training programs. For short term plan the bank should provide on job training on basic computer skills.
- Strategy as a vehicle for coordination and communication helps achieve consistency in decision over time and across departments and individuals with the organization. To achieve effectiveness implementation contact center project, were commercial bank of Ethiopia should have properly coordination and communication with across departments and individuals implementation strategic plan and design of contact center.
- For effective implementation of contact center project in the commercial bank of Ethiopia, the internal and external work environment of contact centers should be very comfortable on employees. Therefore, the commercial bank of Ethiopia should ensure that the work environment comfortable for employee to delivery of excellent service quality to customers.
- For the successful, implementation of contact center project in commercial bank of Ethiopia, technological, equipment is a major prerequisite, and hence the commercial bank of Ethiopia should investing on advanced technological and equipment contact center infrastructure development.
- The management of the bank should give due attention to the project by equipping the project with the appropriate physical equipment and well trained human resource in order to implement the project efficiently and effectively.

- Project coordinator should create awareness to different banks department in order to create good understanding of contact center business model and to have necessary technical, managerial and other skills to implement contact center project.
- To get considerable attention from different bank's department, the project coordinator should organize training for those department heads about the benefits of the project and their roles and responsibility to the effective accomplishment of the project and its strategic benefit to retain and satisfy customers.
- For the successful implementation of contact center of commercial bank of Ethiopia, is a major prerequisite, the right sizes the contact center is extremely important. So commercial bank of Ethiopia have the right sizes the contact center to determine: the inbounded and outbound call volume, the average time for each call and related processing time for each call, the actual work hours of an agent and the number of agents initially required as well as year on year growth plan for the next years

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SCHOOL OF GRADUATE STUDY

COLLEGE OF BUSINESS AND ECONOMICS (CoBE)

SCHOOL OF COMMERCE

DEPARTMENT OF PROJECT MANAGEMENT

Questionnaires to be filled by contact centers agents

Dear respondents,

I am graduate student at Addis Ababa university school of commerce department of project management. I prepared this questionnaire to collect data for the research entitled implementation challenges of commercial bank of Ethiopia contact center project as case study area to acquire information about implementation challenges that CBE faced. All data gathered from this questioner is only used for academic purpose. Among several thing that determines the success of this research project your cooperation, honest and guanine response are basic on so be assured that all answer will be kept confidential.

The purpose of these questionnaires is to gather information about the CBE contact center agents/ employee preparedness. Since the research finding will help to the project management office and the bank to identify the challenges and forward technique of mitigating the challenges. Thank you for your cooperation to fill the questionnaires.

I. General information

1. What is your position in the project work (Please put √ in the box next to your choice)

Project manager ☐ Team member ☐ Coach ☐ Agent ☐

2. Your Gender

Female ☐ Male ☐

3. Age

20-30 ☐ 31-40 ☐ above 40 ☐

4. The highest level of education you have completed

Diploma ☐ degree ☐ masters and above ☐

5. Which of contact center communication channel the bank do you use? You can select more than one.

1. IVR Speech ☐ 2. E-mail ☐

3. Web chat ☐ 4. Internet web site (peer to peer) ☐

5. SMS text/Instant messaging ☐

6. Do you believe customer pressure is a critical implementation contact center?

Yes ☐ No ☐

7.Do you believe call center is having positive impact on the user

Yes ☐ No ☐

8. Do you think customers are safe or secure using call center facility?

Yes ☐ No ☐

9. Do you believe vision of call center activities widely communicated and understood throughout the bank?

Yes ☐ No ☐

10. Do you have a clear vision on call center?

Yes ☐ No ☐

II, Indicate the extent to which you agree with the following statements on your preparedness and support on contact center using 1=strongly disagree 2= disagree, 3=Neutral, 4=agree 5= strongly agree.

Sizing the contact center challenges

No	**Statement**	SA	A	N	D	SD
1	Time spent on data processing activity pre and post call	5	4	3	2	1
2	Call duration metrics	5	4	3	2	1
3	Nature of call inquiry call, service calls complaints escalation calls	5	4	3	2	1
4	Variation in peak traffic at different times of days b/n weekend and week days	5	4	3	2	1

5	Number of calls currently received	5	4	3	2	1
6	Potential gain to be achieved if the right expert is made available to answer the call	5	4	3	2	1
7	Availability of the staff (leave policy and absenteeism)	5	4	3	2	1

Technological and equipment challenges

No	Statement	5	4	3	2	1
1	Unexpected system down time	5	4	3	2	1
2	Internet access and power interruption	5	4	3	2	1
3	User manuals and system administrator manuals	5	4	3	2	1
4	Call monitoring and predictive dialers	5	4	3	2	1
5	Noise troubleshooting and installation guides	5	4	3	2	1
6	Customization, development, integration of application with bank systems	5	4	3	2	1
7	Automatic call recording and web integration service	5	4	3	2	1
8	Toolkit trouble shooting and installation guide	5	4	3	2	1
9	Connectivity between contact center and banks data center and disaster recovery	5	4	3	2	1
10	Procurement of IT and network infrastructure equipment for hosting the solution component at bank data center disaster recovery.	5	4	3	2	1
11	Application maintenance and version upgrades	5	4	3	2	1

Environmental challenges

No	Statement	5	4	3	2	1
1	Excessive working hour/shift system	5	4	3	2	1
2	Poor working condition plus working hour	5	4	3	2	1
3	Work /life balance problem	5	4	3	2	1
4	Restriction on movement/ social contacts	5	4	3	2	1
5	Health issue such as stress, postural problem, muscular skeleton disorders, acoustic shock, visual fatigue, hearing and voice loss	5	4	3	2	1
6	Lack of reset breaks/screen breaks	5	4	3	2	1
7	Lack of privacy/personal space	5	4	3	2	1
8	Repetitive call content/task	5	4	3	2	1
9	Discrimination bullying or harassment	5	4	3	2	1
10	Sitting for long period	5	4	3	2	1
11	Information overload	5	4	3	2	1
12	Abusive or difficult call/ contact	5	4	3	2	1
13	Contact overload	5	4	3	2	1
14	Lack off carrier opportunity	5	4	3	2	1
15	Job insecurity	5	4	3	2	1
16	Lack of control overload/pace of the work	5	4	3	2	1

Organizational challenges

No	Statement	5	4	3	2	1
1	Management system	5	4	3	2	1
2	Organization structure	5	4	3	2	1
3	Lack of working procedure and policy	5	4	3	2	1
4	Poor organization culture	5	4	3	2	1
5	Poor management lack of support	5	4	3	2	1
6	Poor team relationship	5	4	3	2	1
7	Lack of autonomy flexibility	5	4	3	2	1
8	Monitoring system	5	4	3	2	1

9	Lack of familiarization of policies and processes of the call center					
10	Agent Performance Measurement					
11	Empowering Agents with the Right Tools	5	4	3	2	1
12	Measuring Performance with the Right Metrics	5	4	3	2	1
13	Recruiting and Retaining the Right Agent	5	4	3	2	1
14	Lack of training and development	5	4	3	2	1
15	Lack of employee recognition and reward system	5	4	3	2	1
16	Lack of employee involvement decision making	5	4	3	2	1
17	Unreliable data/ inaccurate information	5	4	3	2	1
18	Staff Welfare – Health and Safety, Leave and Benefit.	5	4	3	2	1
19	Compensation structuring	5	4	3	2	1
20	Promotions and career paths	5	4	3	2	1
21	Staff retention	5	4	3	2	1
23	Poor system design	5	4	3	2	1
24	Office space of designated bank staff	5	4	3	2	1

Strategic related challenges

No	**Statement**	**5**	4	3	2	1
1	Our bank has not a good understanding of call center business model that are applicable to our business	5	4	3	2	1
2	Don‟t have management incentives linked to Strategy	5	4	3	2	1
3	People involved in implementation of strategy are often not involved during strategy design and its implementation plan	5	4	3	2	1
4	Poor or vague strategy	5	4	3	2	1
5	Poor or inadequate shearing of information	5	4	3	2	1
6	Lack of understanding of organizational structure, including information sharing and coordination methods	5	4	3	4	1
7	Unclear responsibility and accountability in the execution process	5	4	3	2	1
8	Long time frames needed for implementation	5	4	3	2	1

1. Are there any other challenges that affect contact center project implementation in your bank's.? If any, list them.

   ……

   ……

   ……

   …….

2. What is your suggestion to improve the quality of contact center project implementation in the bank's ?

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3. Do you believe contact center is having positive impact on the user?

   Yes No

If yes how? ----------

Thank you.

ABDISA BEDO.

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