Many enterprises complain about turnovers by cross selling falling short. Besides, due to saturated markets the pressure is particularly big to reach the target groups. Now a research project conducted by an international mobile telecommunications provider clearly shows why it matters to pay attention to raise turnover, customer value and customer retention.
Call centers form a central place of interaction with customers in enterprises. Multiplicity in contacts offers enormous potential for cross selling. According to realizations in the credit card area, turnover increases of over 25 percent are possible. In some telecommunication companies additional turnovers of over 60 percent are to be registered on the basis of cross selling.

Ten years ago the function of a call center was still limited to customer service or after sales services and was considered frequently even as a necessary trouble. The additional source of revenue was underestimated and, therefore, was not realized. Now enterprises recognize increasingly that the direct contact with the customer is very valuable.

The task of call center agents are service conversations. Besides, the solving of customer problems is the major topic and the quality of the wished information lies definitely as the highest priority. Our researches have shown that this is exactly where the key to cross-selling-success is found. The agent can offer a consultation for products with higher value (upsell) or other products (cross sell) afterwards. The suggestions are determined on account of previous behavior patterns of the customer and are present to the agent electronically.

Five theses which are considered in the following, lead to the success:

**Usage of undeveloped sources**

According to an American study, more than 60 percent of all customers contact the company by telephone. Given this fact, the Call Centre embodies the strongest channel to the customer. Every customer contact offers potential to bind customers to the enterprise. Besides, the enterprise gets to know its customers much better and hence can address the customer needs individually. On account of historic data of the customer, agents can cross sell by offering fitting products. Presumption for this is a sufficiently wide product program.

Our examinations with the help of a telecommunication company show that more than 75 percent of the customers had ordered services without basic charges. This kind of service is only settled when the service is actually taken up. The additional turnovers are therefore dependent on the (phone) behaviors of the customer. 13 out of 100 customers sign up for services with basic charges (see in addition table on the page 30).

Additional sales generated means higher service times and along with it comes increased waiting periods for customers. However, the additional expenses for extended service conversations, additional training and coaching of the agents is less than ten percent of the additional generated turnover. Therefore, for the enterprise, the expenses of cross-selling are significantly lower than the acquisition of new customers. According to American mobile radio operators, the expenses per acquired customer amounted to 300 to 400 US dollars in 2005. The high costs can be rectified by the fact found that many mostly dissatisfied customers change their offerer, which leads to an explosive increase of the expenses for new customer leads.

Now we consider customers who call the call centre between one to six times per year. The number of the calls correlates positively with successful cross selling attempts. The more frequently a customer calls in the call center, the more possibilities exist for cross selling. But this contains time risks at the same time as cross selling attempts can also lead to annoyed customers. This encourages critics again who frequently assume the fact that customers desire only information or a problem solution, but wish no sales talk. This circumstance was examined by us. The case was contrary: assuming the problem was solved, customers are open to a talk about additional services. Problem solution opens the door for cross selling.

**Adapt operations**

Service quality efforts repeatedly accounted the waiting period as up to the point where a customer actually got to discuss the actual service talk with the appropriate agent. Some enterprises pursue