Global Contact Centre Benchmarking

Digital needs a Human Touch

Jude Carter
Principal Consultant
Customer Experience & Collaboration
Dimension Data
Dimension Data

Wholly-owned subsidiary of NTT Group

Global footprint direct presence 58 countries Preferred partners in 100+ countries

ICT provider since 1983 Our FY15 turnover is USD 7.5bn

Clients include 75% of Fortune 100 & 60% of Fortune 500

Official technology partner of A.S.O., organiser of the Tour de France

Title partner of Team Dimension Data for Qhubeka

Global Top Employer of 31,000+ employees

Strategic partners – Cisco, EMC, Microsoft, SAP, and Deloitte
Customer experience
Collaboration
Digital
Network as the platform
Next-generation data centre
Security
The Global Contact Centre
Benchmarking Report

Launched in 1997 by Merchants, Dimension Data’s subsidiary contact centre specialist.

Annual global research study of multichannel interactions and the contact centre

19 years of trends, performance analysis and best practice techniques

Supported by over 40 of the world’s leading industry groups and associations

6 core review areas spanning innovative strategies on operations and technology to self- and assisted-service solutions
About the 2016 Report

- 6 chapters,
- 700+ data points,
- 80+ result charts

1,320 companies from 81 countries globally contributed to this year’s research.

Analysis with context and recommendations on best practices.

- 16 new questions and existing survey expanded to include digital
- 25 country/regional highlights summary reports

New for 2016 bespoke report builder via new website
Regional representation

- Europe: 22.3%
- UK: 13.7%
- Asia-Pacific: 14.0%
- Americas: 17.5%
- Middle East and Africa: 17.1%

Representation by industry:

- 16.3% Financial services - banking/investment
- 10.8% Service providers and communications
- 10.5% Financial services – insurance
- 9.0% Government (public sector)
- 8.3% Business and professional services
- 8.0% Technology
- 37.1% Other (8 additional sectors)
Why

- Pinpoint problems
- Identify best practice
- Validate performance
- Get buy-in to change
- Support business cases
- Understand trends

companies benchmark
Digital needs a human touch

The Big Picture
CX recognised as a clear differentiator: it’s dominating the service revolution as organisations go beyond…go digital or die

83% recognise CX as a competitive differentiator
That’s a rise of 30% since 2012

78% recognise CX as the most important board level/exco strategic performance measure

77% can evidence cost saving benefits via improved CX; 74% say it increases company profits/revenues

SOURCE: 2016 Global Contact Centre Benchmarking Report
CX transformation: evolution of the contact centre

**Contact**
- **2000s**
  - Broadening channel access
  - For cost reduction

**1990s Call**
- Replacing face to face
- Provide improved customer access

**Multichannel**
- **2010s**
  - Part of a multichannel experience
  - Supporting other channels
- Not always first choice

**Omnichannel**
- **2016 – 2018**
  - Focused on resolving user issues ‘in-channel’
  - Providing assisted support for integrated digital channels

Telephone-primed CX
Omnichannel Vs Multichannel
CX transformation: evolution of the contact centre

**1990s**  
Call
Replacing face to face  
Provide improved customer access

**2000s**  
Contact
Channel migration for **cost reduction**  
Broadening channel access

**2010s**  
Multichannel
Part of a **multichannel experience**  
Supporting other channels - not always first choice

**2016 – 2018**  
Omnichannel
Focused on resolving user issues ‘in-channel’  
Providing assisted support for **integrated** digital channels

**2016-2020s**  
Personalisation & proactive CX  
Digital analytics  
Technology enablement

- Telephone-primed CX
- Digital-primed CX
Digital needs a human touch

The Challenge
The digital revolution is being held back
digital needs a human touch

Design
Channel specific rather than customer centric experience design
Customer testing and approvals scarce

Management
Consistent and proven phone management techniques not applied to digital
Objectives not aligned

Ownership
Responsibility and focus to business case objectives is often missing
Silo approach to channel management
Digital needs a human touch

The Detail
01 Strategy and Innovation
Customer experience as a competitive differentiator

Global

- Yes: 82.5%
- No: 10.7%
- Not sure: 6.8%

Financial Services

- Yes: 89.3%
- Not sure: 7.9%
- No: 2.8%

Does your organisation view customer experience / the contact centre as a competitive differentiator?
### Top 3 Industry trends affecting CX capability

<table>
<thead>
<tr>
<th>Industry Trend</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Omnichannel strategies (connected customer journeys)</td>
<td>56.3</td>
</tr>
<tr>
<td>Migrating traffic to digital</td>
<td>41.4</td>
</tr>
<tr>
<td>Changing user behaviours (mobile, social etc.)</td>
<td>34.9</td>
</tr>
<tr>
<td>Security risks and compliance</td>
<td>31.6</td>
</tr>
<tr>
<td>Multiskilling/increased complexity</td>
<td>28.8</td>
</tr>
<tr>
<td>Interaction optimisation/automation</td>
<td>27.9</td>
</tr>
<tr>
<td>Data analytics (incl. big data)</td>
<td>26.5</td>
</tr>
<tr>
<td>Commitment to customer experience as a differentiator</td>
<td>25.1</td>
</tr>
<tr>
<td>Access to new technologies (incl. hosting etc.)</td>
<td>14</td>
</tr>
<tr>
<td>Speed of change - can't keep up</td>
<td>9.3</td>
</tr>
<tr>
<td>Other</td>
<td>3.3</td>
</tr>
</tbody>
</table>

What are the top three industry trends affecting contact centre and CX capability

Global Financial Services
Massive focus on full channel integration

1 in 5 FinService organisations omnichannel capability now.

Moving to 4 in 5 by 2018!

Omnichannel Integration

Which of the following best describes the level of integration across your service channels?
Global Financial Services
Customer analytics, digital capability and omnichannel are the key trends for next 5 years.

Personalised service offerings fall right behind architecture capability as other top CX enablers.

What are the top three things that will reshape the contact centre industry (and CX) during the next five years?

Global Financial Services

### Trends and Drivers – next 5 years

<table>
<thead>
<tr>
<th>Trend</th>
<th>Value</th>
</tr>
</thead>
<tbody>
<tr>
<td>Customer analytics</td>
<td>51.6</td>
</tr>
<tr>
<td>Digital channel service capability</td>
<td>50.2</td>
</tr>
<tr>
<td>Integrated customer journeys (i.e. omnichannel)</td>
<td>48.8</td>
</tr>
<tr>
<td>Personalised service offerings</td>
<td>38.6</td>
</tr>
<tr>
<td>Changing user demands/behaviours</td>
<td>26</td>
</tr>
<tr>
<td>Availability/access to new technology</td>
<td>20.9</td>
</tr>
<tr>
<td>Executive commitment to the customer experience</td>
<td>18.6</td>
</tr>
<tr>
<td>Service via social media</td>
<td>12.6</td>
</tr>
<tr>
<td>Better training and agent empowerment</td>
<td>12.1</td>
</tr>
<tr>
<td>Enhanced security (i.e. fraud)</td>
<td>10.7</td>
</tr>
<tr>
<td>Service via video on demand</td>
<td>7</td>
</tr>
<tr>
<td>Public scrutiny of service provision</td>
<td>2.3</td>
</tr>
<tr>
<td>Other</td>
<td>0.5</td>
</tr>
</tbody>
</table>
02 Performance Analytics
Headline change agent again this year but still 83% have no big data capability

Headline performance tools now the norm, but don’t show the big picture on CX journeys

What business information tools are available within your contact centre?
Global Financial Services
Tracking customer journeys

Only 32% can now track a customer journey that spans multiple channels. And only 23% can locate problem hotspots that impact CX.

- We can't track the customer journey: 32.5%
- Interactions can be tracked across multiple channels: 32%
- Key decision points can be identified: 31%
- Blockage points in processes (that affect the CX) can be located: 23%
- Other: 7.5%

How well can you track the customer journey across your service channels?
Global Financial Services
Service personalisation mainly achieved via broad segmentation and campaign triggers

Future trend is customised CX based on “small data” insights

- Specific customer groups (e.g. high value/gold card customers): 60.5
- Prioritised service channels: 54
- Prioritised service for specific campaigns/events: 45
- Customised CX based upon the customer's profile/analytics: 23.5
- We are unable to offer a personalised service at this time: 11

What style of personalised service can you offer?
Global Financial Services
03 Digital Services
The digital revolution continues

Today, digital interactions account for over 42% of all interactions and are on track to overtake voice by the end of the year.
Services supported by the contact centre

<table>
<thead>
<tr>
<th>Service</th>
<th>Now</th>
<th>Within 1 Year</th>
<th>No Plans</th>
</tr>
</thead>
<tbody>
<tr>
<td>Telephone</td>
<td>100</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Email</td>
<td>90.7</td>
<td>6</td>
<td>3.3</td>
</tr>
<tr>
<td>IVR (touch-tone/speech)</td>
<td>83.3</td>
<td>7.4</td>
<td>9.3</td>
</tr>
<tr>
<td>Website (incl. knowledge portals, peer-to-peer systems, etc.)</td>
<td>72.1</td>
<td>18.1</td>
<td>9.8</td>
</tr>
<tr>
<td>SMS text</td>
<td>60.5</td>
<td>19.1</td>
<td>20.5</td>
</tr>
<tr>
<td>Mobile application (smartphone, tablet apps)</td>
<td>58.1</td>
<td>27.4</td>
<td>14.4</td>
</tr>
<tr>
<td>Social media (Facebook, Twitter, etc.)</td>
<td>51.2</td>
<td>24.7</td>
<td>24.2</td>
</tr>
<tr>
<td>Web chat (incl. instant messaging, co-browse)</td>
<td>46</td>
<td>40</td>
<td>14</td>
</tr>
<tr>
<td>Service kiosk support (i.e. branch walk-ins)</td>
<td>39.5</td>
<td>17.2</td>
<td>43.3</td>
</tr>
<tr>
<td>Other automated services (Internet of things, automated message push, etc.)</td>
<td>34.9</td>
<td>25.6</td>
<td>39.5</td>
</tr>
<tr>
<td>Video chat</td>
<td>14.9</td>
<td>30.2</td>
<td>54.9</td>
</tr>
</tbody>
</table>

What services can your contact centre support, now and in the future?
Global Financial Services
Mobile apps and social media securing a foothold across age groups

Mobile apps a top choice for those under 35

Popularity of channel by age group

<table>
<thead>
<tr>
<th>Age Group</th>
<th>Social Media</th>
<th>Mobile Application</th>
<th>Email</th>
<th>Telephone</th>
<th>Web Chat</th>
<th>Other</th>
</tr>
</thead>
<tbody>
<tr>
<td>Under 25 years</td>
<td>30.3</td>
<td>39.5</td>
<td>9.2</td>
<td>16</td>
<td>5</td>
<td></td>
</tr>
<tr>
<td>Between 25 and 34 years</td>
<td>9.2</td>
<td>43.8</td>
<td>17.7</td>
<td>20.8</td>
<td>8.5</td>
<td></td>
</tr>
<tr>
<td>Between 35 and 54 years</td>
<td>12.1</td>
<td>30.3</td>
<td>53.8</td>
<td>2.3</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Between 55 and 70 years</td>
<td>6.6</td>
<td>89.8</td>
<td>0.0</td>
<td>1.5</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Over 70 years</td>
<td></td>
<td></td>
<td>89.4</td>
<td>9.1</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Which contact channel is most popular with the following age groups?
Global Financial Services
Contacts by phone drop again, by 12% on 2015

Desired split still some way to go before actual target numbers achieved

What is your desired versus actual split of customer interactions by channel grouping?

Global Financial Services
**Interaction levels continue to rise**

- **76% increase in digital agent-assisted transactions**
- **FTE requirements increase**

<table>
<thead>
<tr>
<th></th>
<th>Increase</th>
<th>Stay the same</th>
<th>Decrease</th>
<th>Not applicable to us</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Digital self-service</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>will …</td>
<td>0.7</td>
<td>9.2</td>
<td>91.1</td>
<td>9.1</td>
</tr>
<tr>
<td><strong>Digital assisted</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>(agent supported) will …</td>
<td>1.7</td>
<td>10.2</td>
<td>88.1</td>
<td>81.0</td>
</tr>
<tr>
<td><strong>Overall interactions</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>(spanning all channels) will</td>
<td>7.4</td>
<td>5.3</td>
<td>87.3</td>
<td>76.0</td>
</tr>
<tr>
<td><strong>Headcount employed</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>will …</td>
<td>26.8</td>
<td>4.1</td>
<td>70.1</td>
<td>33.4</td>
</tr>
<tr>
<td><strong>Telephone traffic</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>(agent led) will …</td>
<td>38.8</td>
<td>3.1</td>
<td>60.1</td>
<td>28.5</td>
</tr>
</tbody>
</table>

**How will your contact centre develop in the next two years?**
04 Operational Delivery
What are the top three most important strategic performance measurements according to your company’s board/executive team?

Global Financial Services

*Net Promoter, NPS and Net Promoter Score are trademarks of Satmetrix Systems Inc., Bain & Company and Fred Reichheld
Top 3 indicators of operational performance

1. First contact resolution (FCR) - 56.1%
2. Time to answer SLA's - 45.1%
3. Agent productivity - 44.5%

Other indicators include:
- Customer experience performance - 43.4%
- Sales revenue/leads generated - 22.5%
- Net Promoter Score* - 22%
- Quality control/process adherence - 21.4%
- Employee satisfaction - 20.8%
- Cost to serve - 10.4%
- Agent schedule adherence - 9.8%
- Other - 2.9%
- Contact deflections (usage of non-voice channels) - 1.2%

Time to Answer, CX and then FCR are the top operational indicators of success within the contact centre.

What does your contact centre consider as being the top three indicators of operational performance?
Global Financial Services

*Net Promoter, NPS and Net Promoter Score are trademarks of Satmetrix Systems Inc., Bain & Company and Fred Reichheld
**Productivity, quality control and AHT are the key indicators of agent performance.**

**CX ranked 6th!**

<table>
<thead>
<tr>
<th>Performance Indicator</th>
<th>Score</th>
</tr>
</thead>
<tbody>
<tr>
<td>Productivity - calls/contacts handled</td>
<td>49.7</td>
</tr>
<tr>
<td>Quality control/process adherence</td>
<td>44.5</td>
</tr>
<tr>
<td>Average handle time</td>
<td>38.2</td>
</tr>
<tr>
<td>First contact resolution (FCR)</td>
<td>35.8</td>
</tr>
<tr>
<td>Quality</td>
<td>32.9</td>
</tr>
<tr>
<td>Customer satisfaction/CX scores</td>
<td>32.4</td>
</tr>
<tr>
<td>Schedule adherence</td>
<td>31.8</td>
</tr>
<tr>
<td>Sales (incl. upsell/cross-sell)</td>
<td>22.0</td>
</tr>
<tr>
<td>Net Promoter Score*</td>
<td>10.4</td>
</tr>
<tr>
<td>Other</td>
<td></td>
</tr>
</tbody>
</table>

**What are the top three performance indicators used to target agents?**

**Global Financial Services**

*Net Promoter, NPS and Net Promoter Score are trademarks of Satmetrix Systems Inc., Bain & Company and Fred Reichheld.*
Huge inconsistencies in measurement of quality

94% measure quality of voice contacts

56% on digital

Measurement of quality

Where do you measure quality levels?
Global Financial Services
47% have no targets in place at all for non-voice agent assisted services.

Workforce management effectiveness

What targets are in place to measure the effectiveness of the workforce management team?

Global Financial Services
Despite a solid adoption of WFM technology in Australia, yet to be extended evenly to non-voice channels.

What systems are used to enable workforce optimisation in your organisation?

<table>
<thead>
<tr>
<th>System</th>
<th>Currently used</th>
<th>Planned</th>
<th>Not planned</th>
</tr>
</thead>
<tbody>
<tr>
<td>Performance management</td>
<td>84.9</td>
<td>9.3</td>
<td>5.8</td>
</tr>
<tr>
<td>Quality management</td>
<td>63.4</td>
<td>7</td>
<td></td>
</tr>
<tr>
<td>Workforce management</td>
<td>64.5</td>
<td>6.4</td>
<td></td>
</tr>
<tr>
<td>Voice and/or data logging (storage and retrieval)</td>
<td>73.3</td>
<td>12.8</td>
<td>14</td>
</tr>
<tr>
<td>Feedback mechanisms</td>
<td>68</td>
<td>21.5</td>
<td>10.5</td>
</tr>
<tr>
<td>Knowledge management</td>
<td>68</td>
<td>22.7</td>
<td>12.8</td>
</tr>
<tr>
<td>Agent analytics</td>
<td>63.4</td>
<td>22.7</td>
<td>14</td>
</tr>
<tr>
<td>Agent screen capture</td>
<td>41.3</td>
<td>22.7</td>
<td>36</td>
</tr>
</tbody>
</table>

Global Financial Services
05 Technology Solutions
Integration of multiple systems

Then legacy systems and budget / cost concerns are the primary technology challenges today.

What are the most common challenges faced as a result of your contact centre technology systems?

Global Financial Services
Almost 40% say digital systems fail current needs

86% fear systems won’t meet future requirements

How well do the following technology system items meet your current and future needs?

Global Financial Services
53% plan to locate their technology in the cloud

Move is to Private and Hybrid solutions

Just 5% to a shared / public cloud

Technology Location

Where's your contact centre technology located?
Global Financial Services
Digital needs a human touch

In Summary
78.7% of companies recognise CX as a competitive differentiator

76.9% recognise CX as the most important strategic performance measure

Personalisation of services will be key and enabled by analytics – voted top trend that will change the industry in the next 5 years – 82.1% have no big picture view

77.5% can evidence cost savings via improved CX
67.5% say it increases company revenue/profits

CX is now top reason for offering self-/assisted-service channels (ahead of cost reduction)

Omnichannel top trend for 2016
Integration capability set to triple from 20.4% to 76.6% in next two years

Digital demand soars as most contact centres head to 9 channel options
Mobile apps
A top three choice for everyone under 55 yrs

Cloud in some form now a must for contact centres
68.5% planning for it. Just 13.8% will retain technology on premise
Hybrid solutions set to treble and enable a single integrated platform

2016 results at a glance…
The connected customer journey
Omnichannel customer journey
Further information…

2016 Global Contact Centre Benchmarking Report

Contact us:

www.dimensiondatacx.com

Jude.Carter@dimensiondata.com

@DiDataCX | #CCBenchmarking

Global Contact Centre Benchmarking Discussion Group
Dimension Data Contact Centres Showcase Page