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EXECUTIVE SUMMARY

EXECUTIVE SUMMARY

BENCHMARKS OF SUCCESS

Leaders in customer experience, customer service and customer engagement from across industries have shared insights to benchmark best practices in the areas of **Contact Center Models, Contact Center Performance Metrics and Agent Satisfaction**.

AGENDA

TODAY’S AGENDA

INTRODUCTION	CONTACT CENTER TRENDS
SECTION 1	RESPONDENTS PROFILE
SECTION 2	CONTACT CENTER MODELS
SECTION 3	CONTACT CENTER PERFORMANCE METRICS
SECTION 4	CONTACT CENTER AGENT SATISFACTION
SECTION 5	SUMMARY & RECOMMENDATIONS
SECTION 6	NEXT STEPS

INTRODUCTION: CONTACT CENTER TRENDS

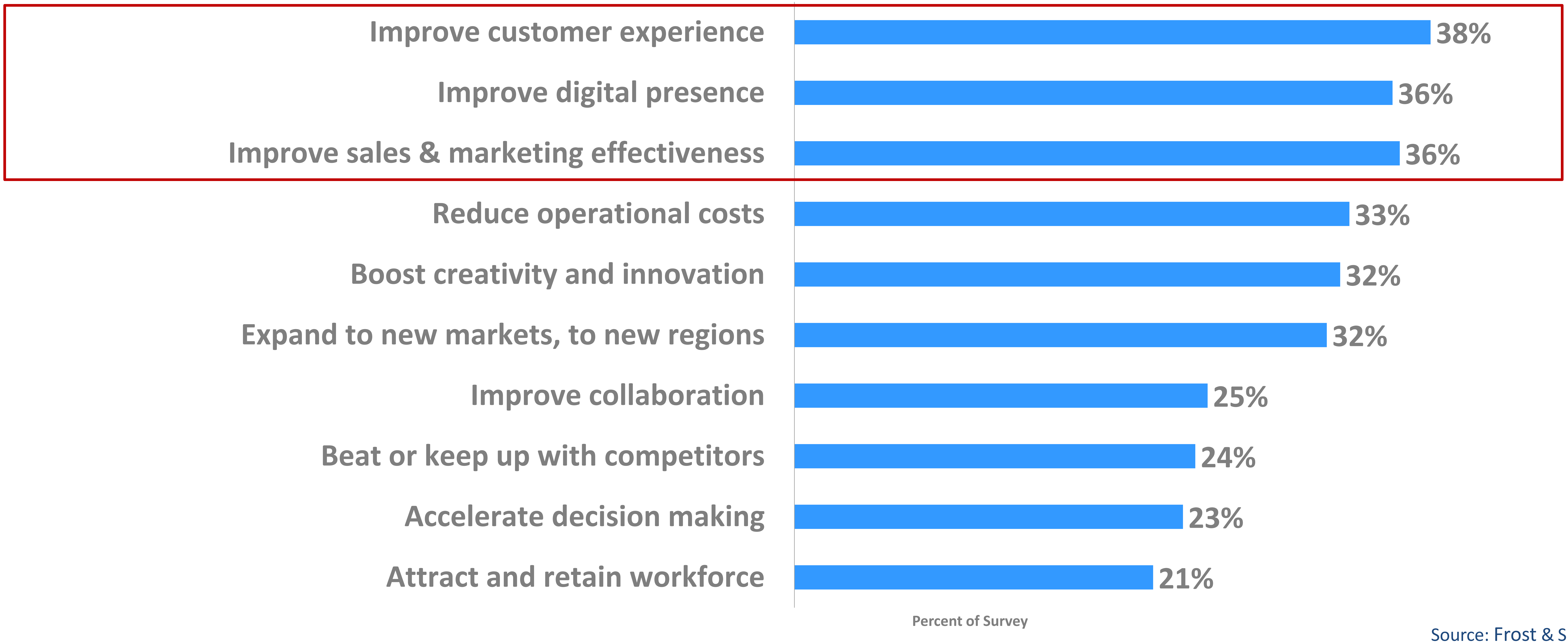
TRENDS

- **Voice** continues to be a critical element of customer care –average call handle times keep growing as tougher calls reach agents; most people 51 and over prefer voice and in-person channel
- **Research highlights it's about taking the right time, not the lowest time;** this ultimately reduces customer effort and perceptions on ease of resolution
- **Delivering Omnichannel Service is Key**
  - 61.3% are adopting a fragmented approach to defining customer journeys and designing CX
  - 75.5% acknowledge partial or no consistency of CX services
  - Just 33.6% have a strategy to connect relevant contact channels
- **New channels**
  - Email has surpassed telephone to emerge as the #1 most-offered CX support channel
  - AI, instant messaging and robotics/proactive automation are the three hot trends for future needs
  - Most under 25 prefer self-serve/automated channels
- **Employee engagement**
  - AI to help them do their jobs better (RPA assists) and training (perhaps using gaming technology, flex times, WFH)

TOP IT INVESTMENT DRIVERS, 2020 TO 2021

Customer Engagement Leadership Council
FROST & SULLIVAN

What will be the top 3 drivers for IT/Telecom investment over the next two years? ⟶ **N=1636**



Source: Frost & Sullivan

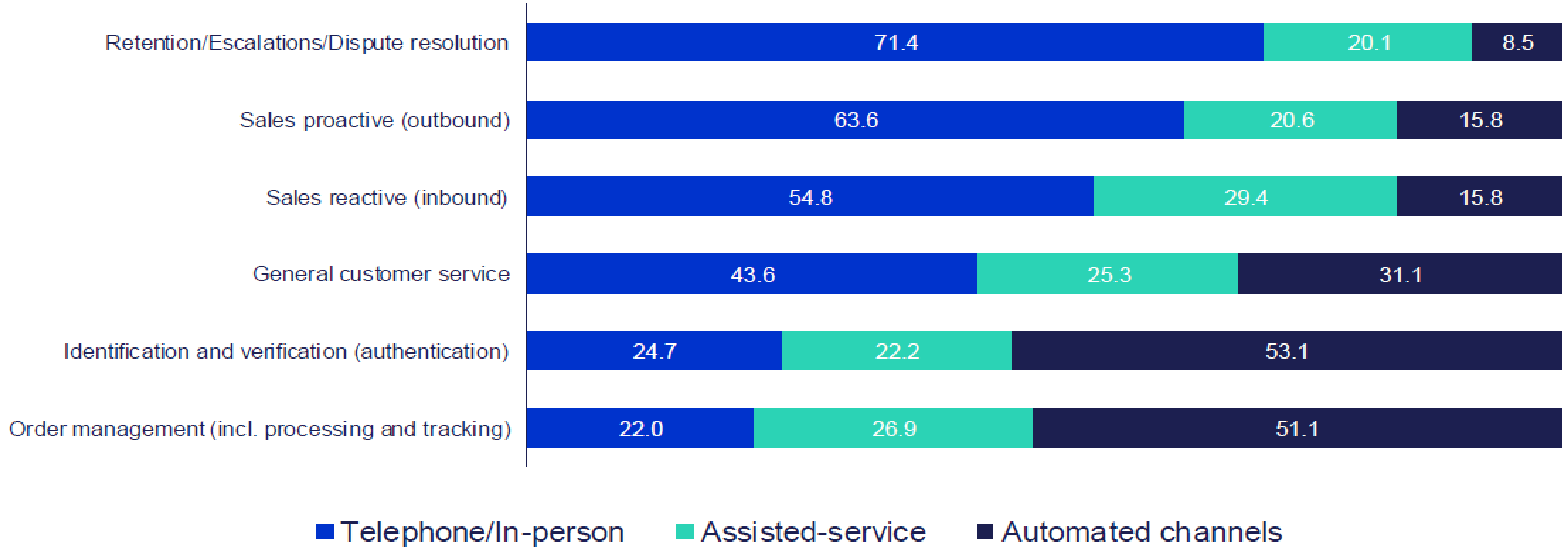
CHANNEL PREFERENCES BY ENQUIRY TYPE

Customer Engagement Leadership Council
FROST & SULLIVAN

Which contact channels are preferred by enquiry type?

Automated and assisted-service have become the preferred channel options for most transactions

Telephone remains the preferred choice for retention, escalations, disputes and proactive sales; full automation is favored for order management and identification and verification



What is your preferred contact channel solution to support the following CX needs?

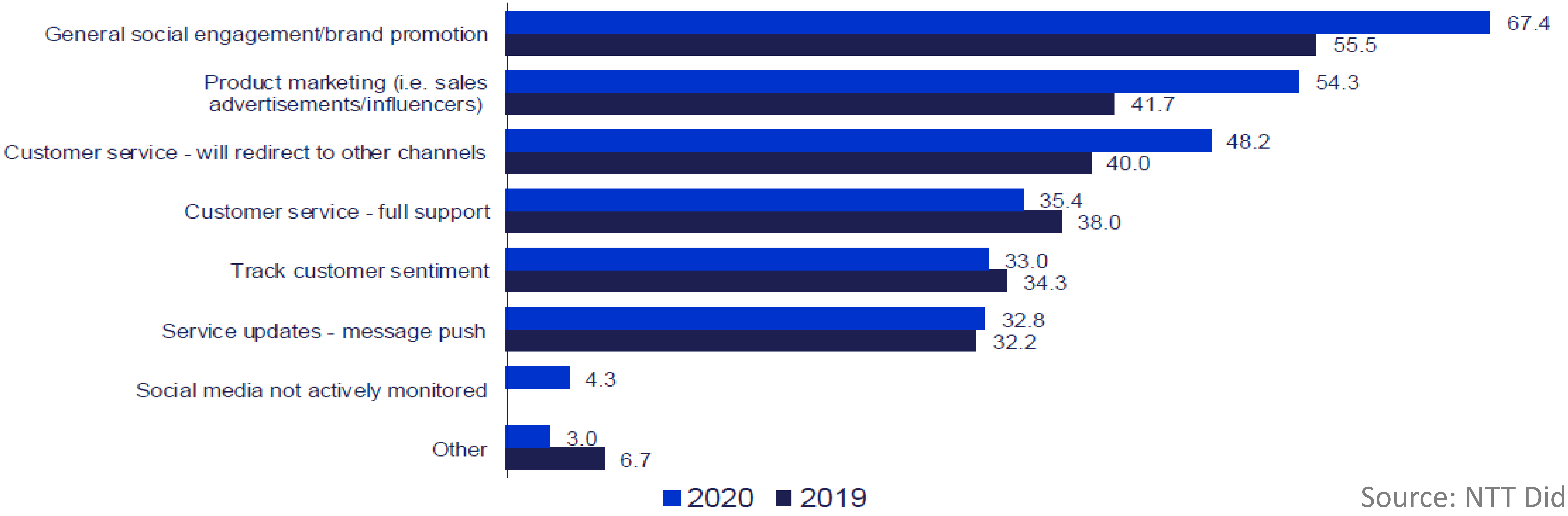
n=748

Source: NTT Didata

SOCIAL MEDIA CHANNELS AND CX

How are social media channels being used in CX?
Organizations are increasingly leaning on social media to promote their brands and build customer engagement

More than one-third (35.4%) can provide full CX support via social channels; a trending and preferred approach for almost half (48.2%) is to rather guide consumers to an alternative channel – a rise of 20.5%



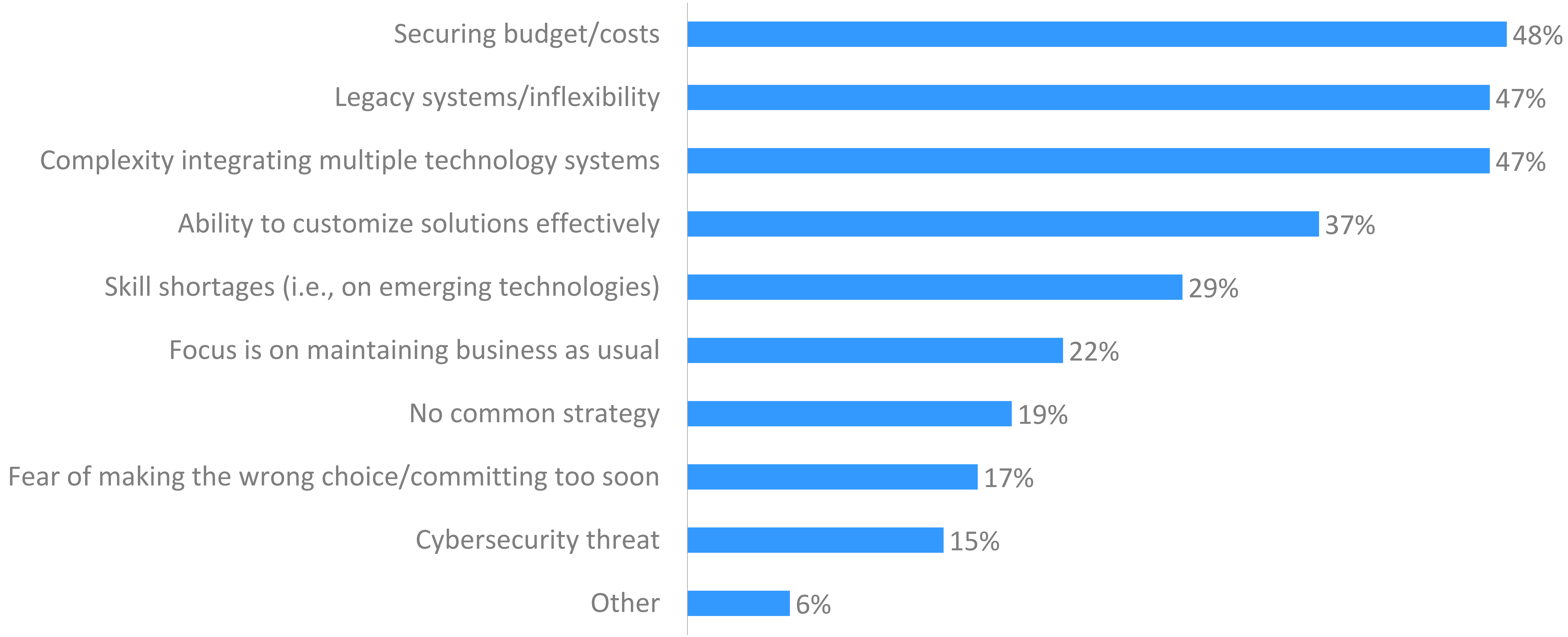
Source: NTT Didata

Users: How are social media channels being used in CX?

n=506

CX INVESTMENT CHALLENGES

What are the main challenges inhibiting your CX technology strategy? → **N= 572**

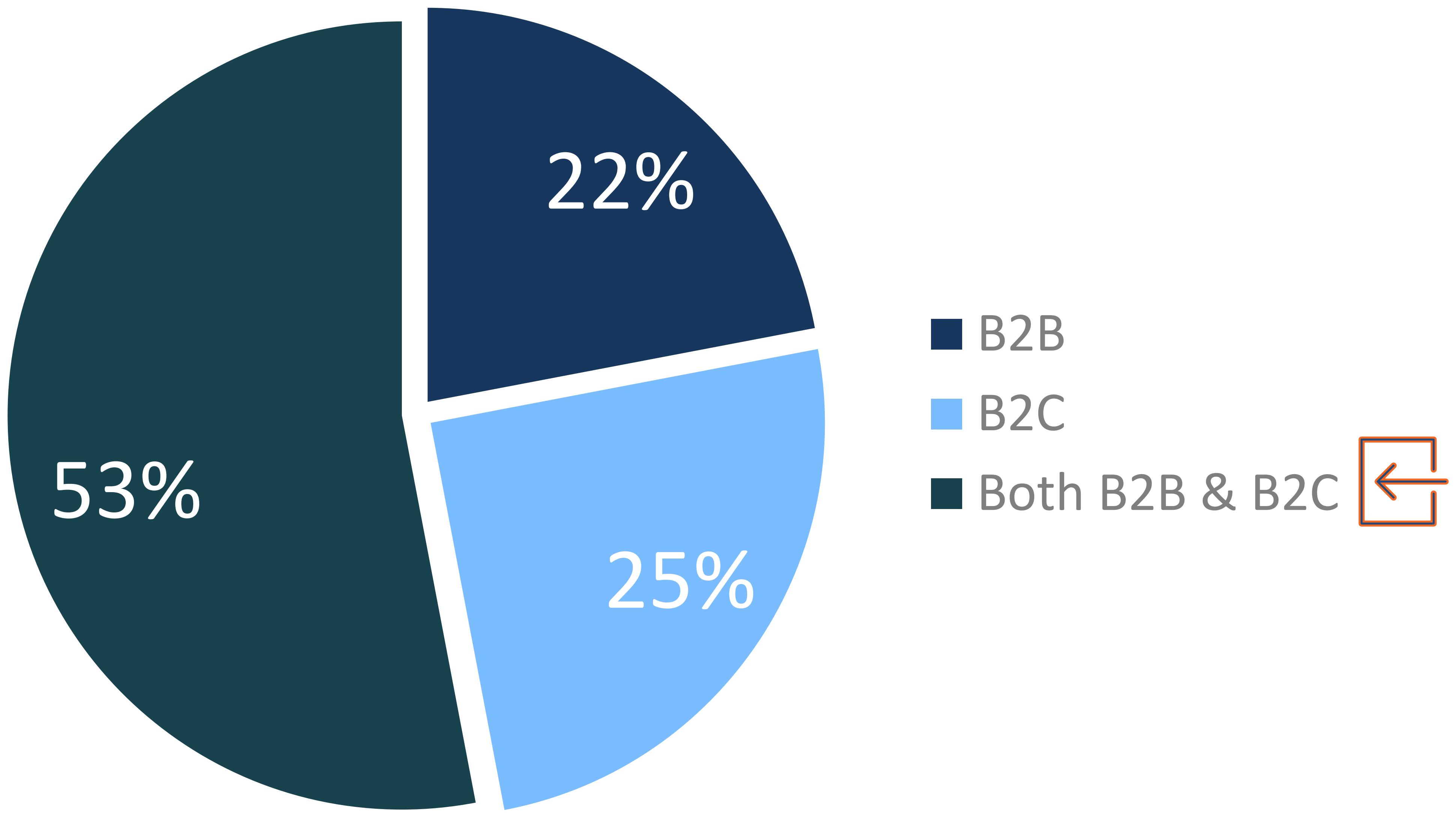


SECTION 1: RESPONDENTS PROFILE

INTRODUCTION: RESPONDENTS PROFILE

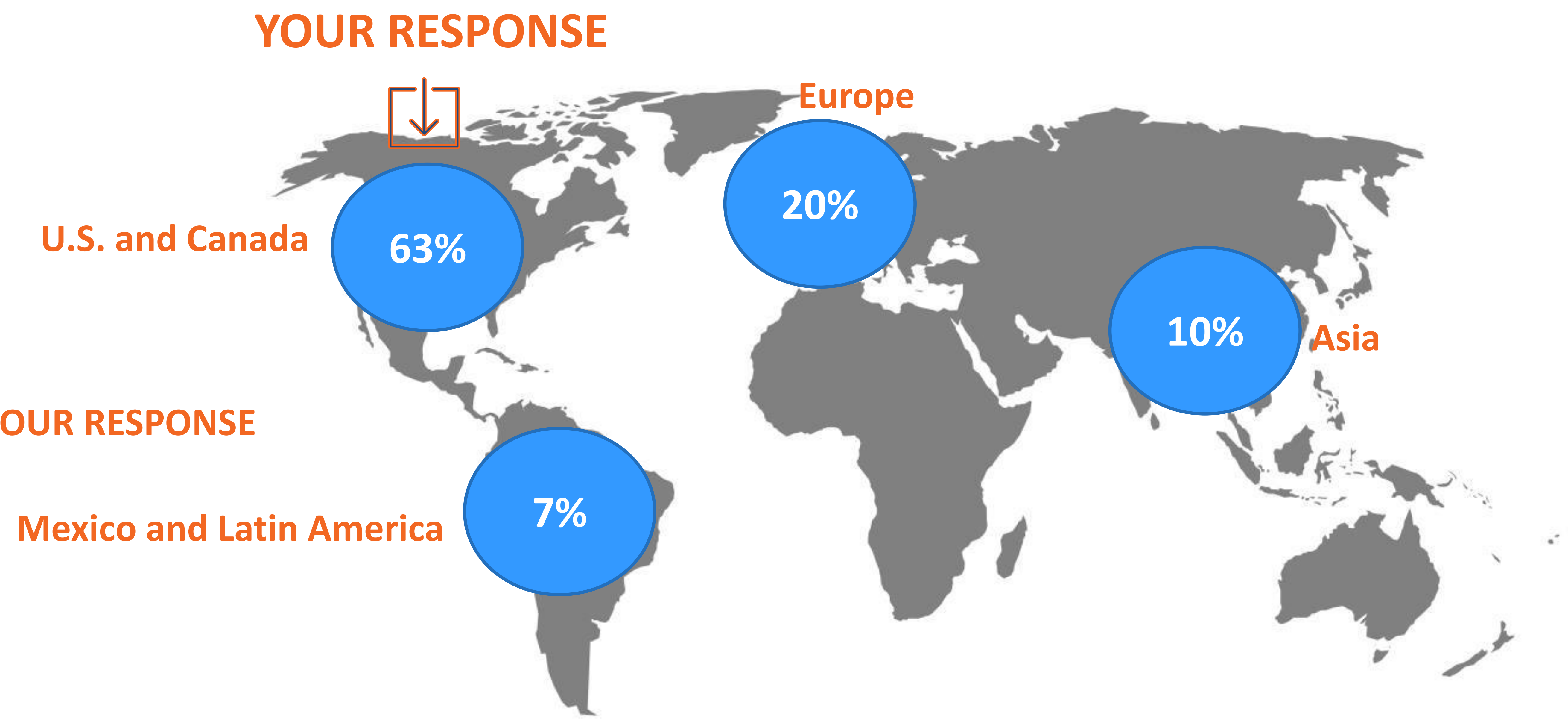
Customer Engagement Leadership Council
FROST & SULLIVAN

Which of the following describes your organization?



YOUR RESPONSE

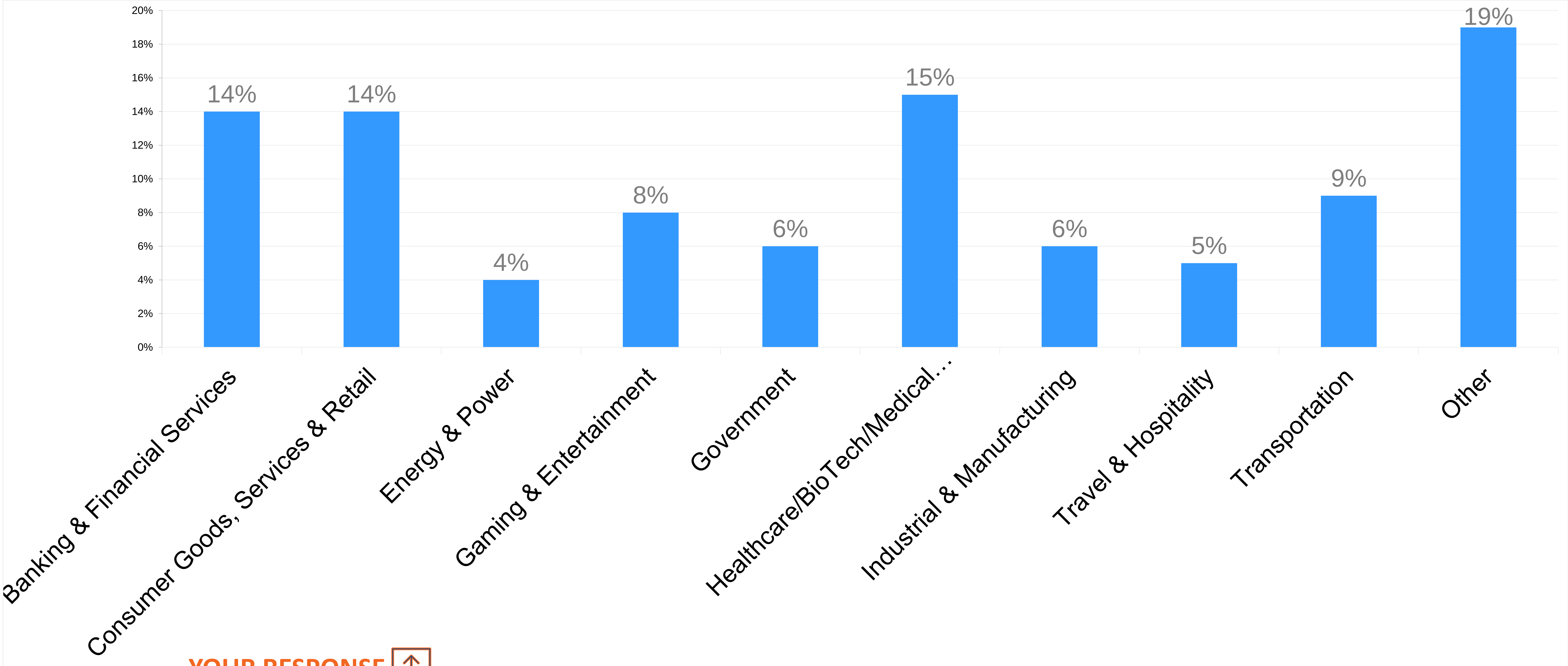
In which region are most of your contact center/customer care operations located?



YOUR RESPONSE
U.S. and Canada
63%
Europe
20%
Asia
10%
Mexico and Latin America
7%

INTRODUCTION: RESPONDENTS PROFILE

We asked: In which industry does your company primarily operate?

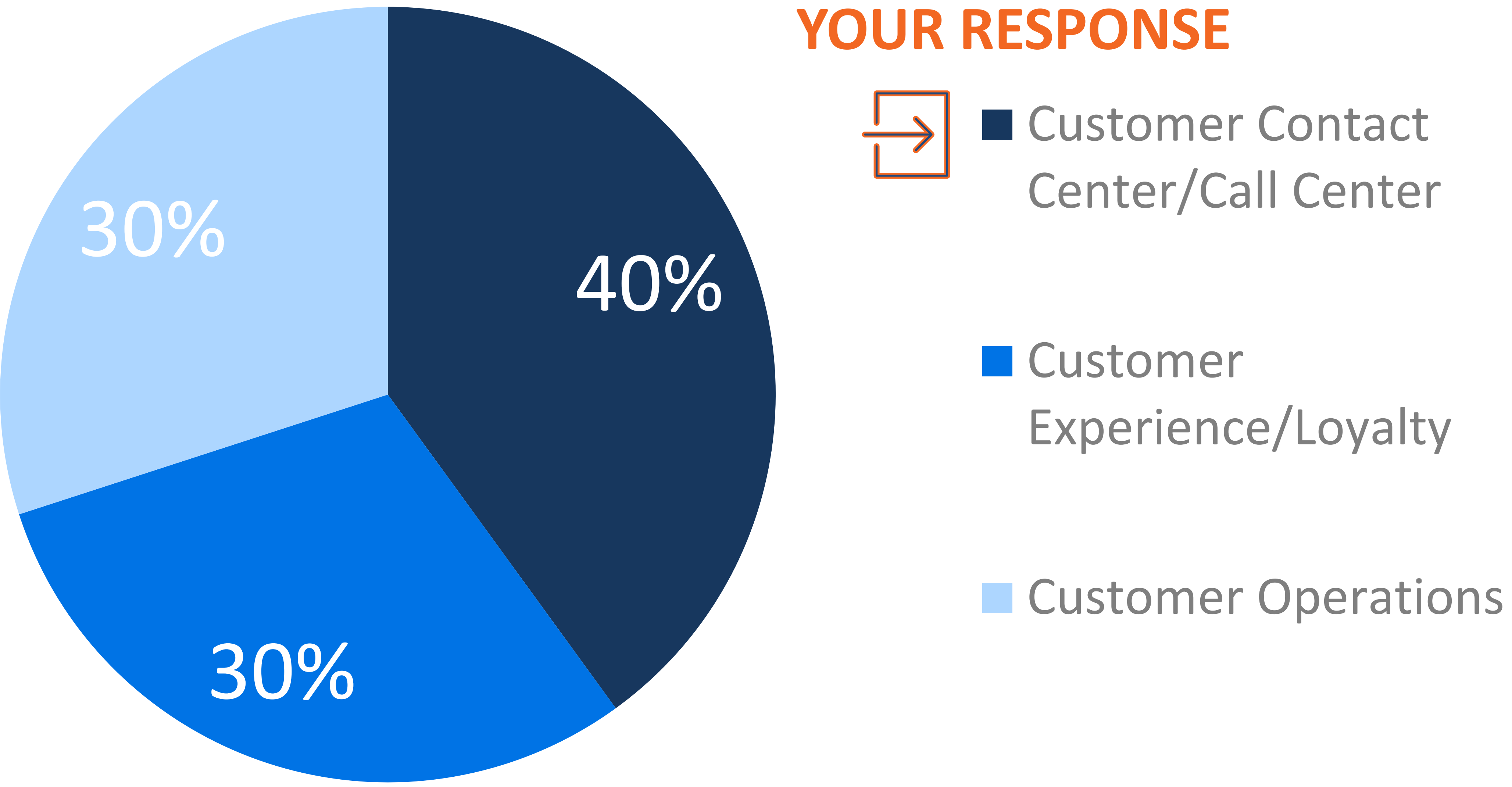


YOUR RESPONSE

INTRODUCTION: COMPANY PROFILES

We asked: What is your area of responsibility?

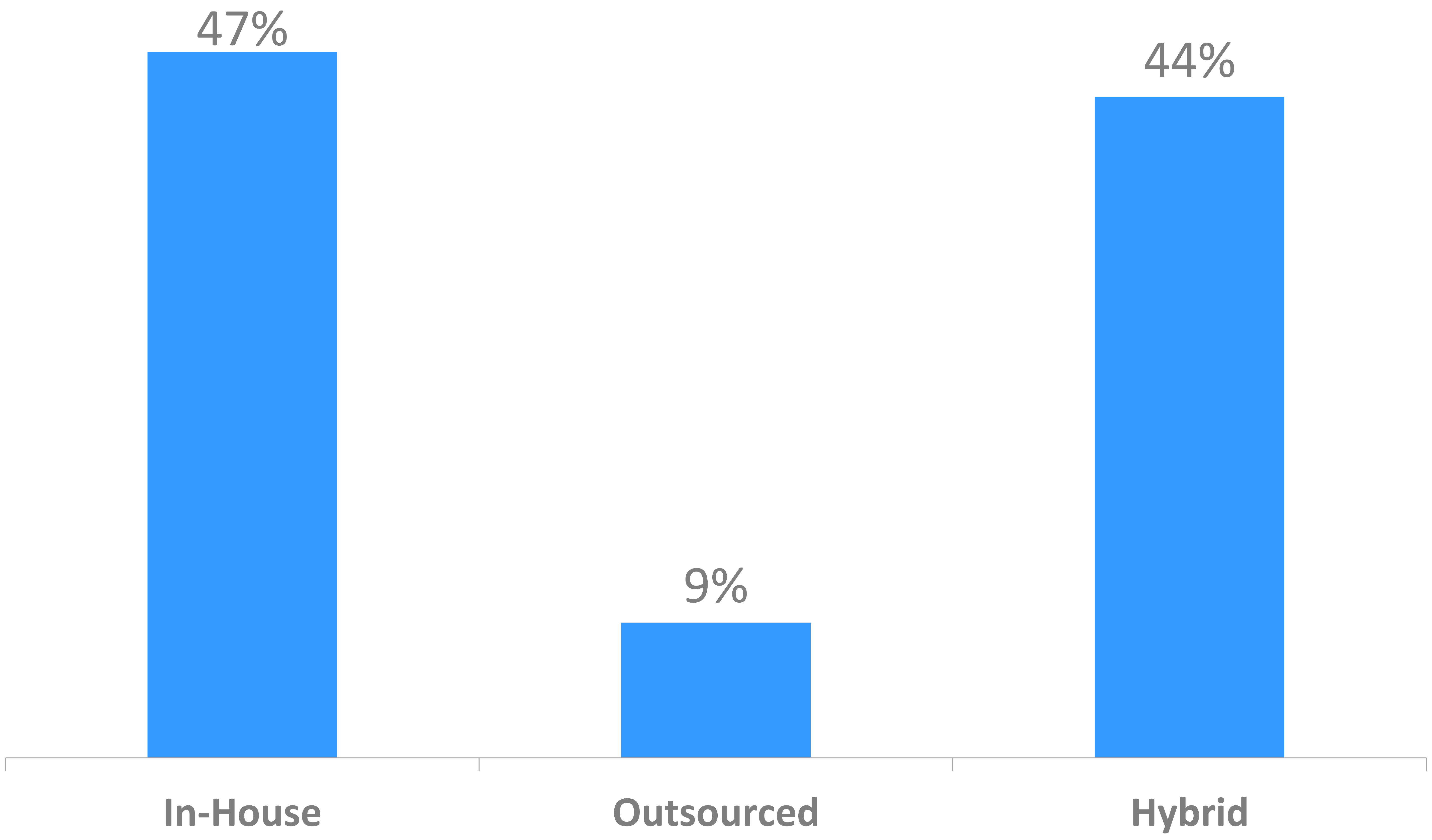
Areas of Responsibility



SECTION 1: CONTACT CENTER MODELS

CONTACT CENTER MODELS

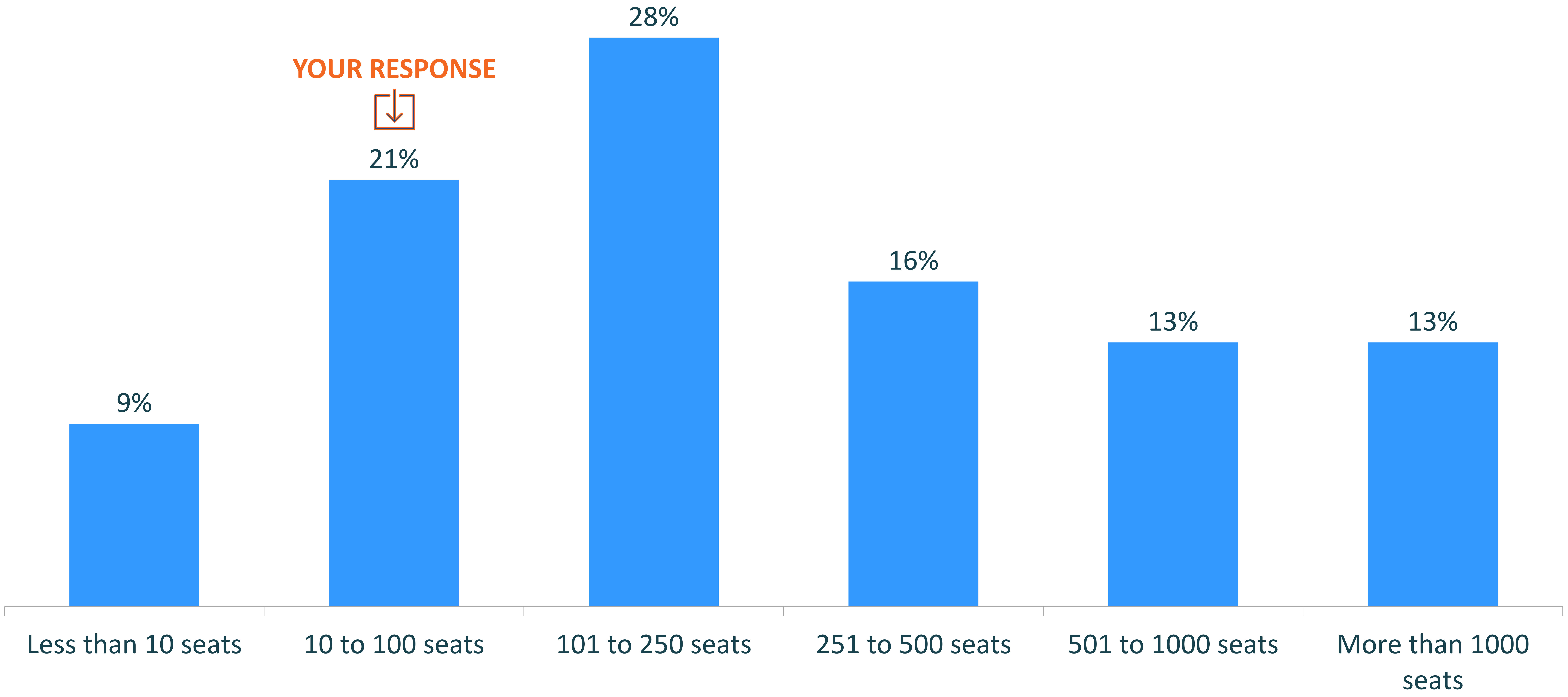
We asked: *What is your contact center model?*



YOUR RESPONSE

CONTACT CENTER MODELS

We asked: *Approximately how many contact center seats does your company have, including all groups, divisions and regions?*



CONTACT CENTER MODELS CONTINTUED

Contact center seats by company

Less than 10

Bambucluster LLC
Vendor Neutral
CAD R&D Centre

10 to 100 ← YOUR RESPONSE

Cox Automotive
A2Dominion Housing Group
Officium Labs
Fair
Invest Cyprus
Bristol-Myers Squibb

101 to 250

Geotab
New Avon, Co.
BMS
PTP
Adelman Travel
Dude Solutions, Inc.
Pacific Blue Cross
Brightway Insurance

251 to 500

Cox Automotive
John Wiley and Sons
Medical Mutual
Datalot
Office Depot International

501 to 1000

Blue Cross Blue Shield of North Carolina
Svilupatore privato Casa mia disoccupato
National Instruments
Mayo Clinic Laboratories

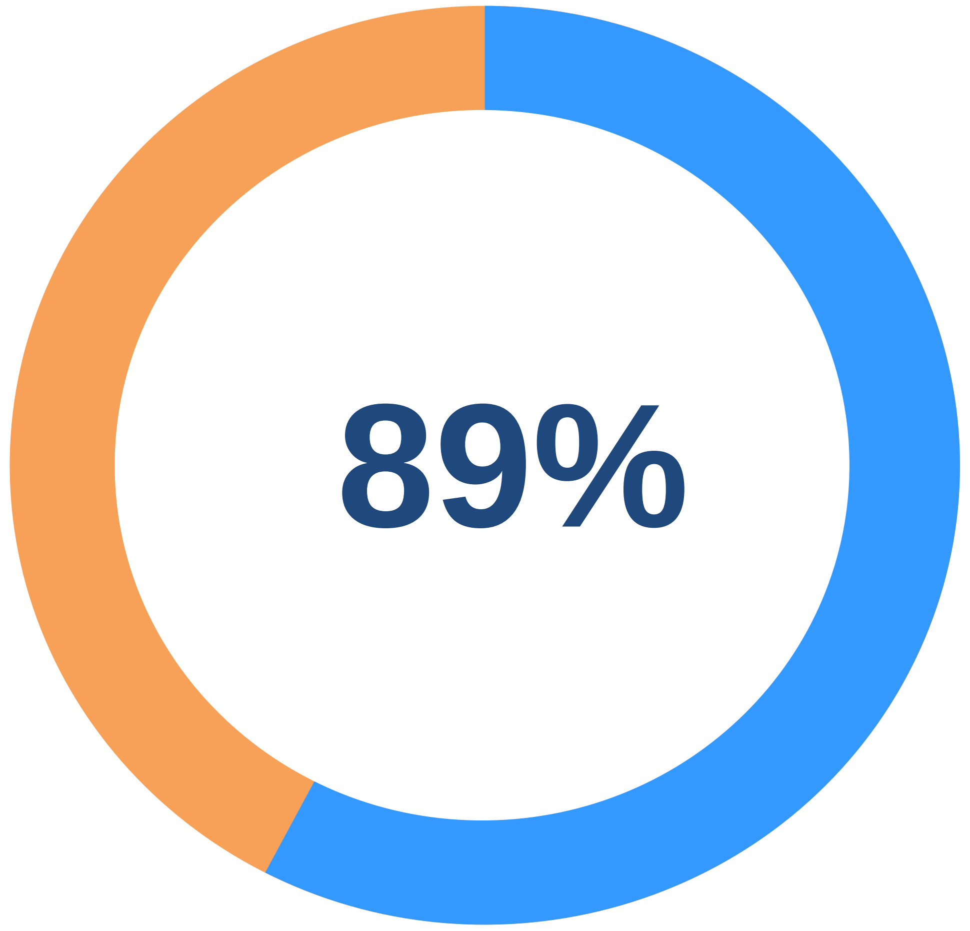
More than 1000

TIAA
Government of ALberta
The Kroger Co

SECTION 2: PERFORMANCE METRICS

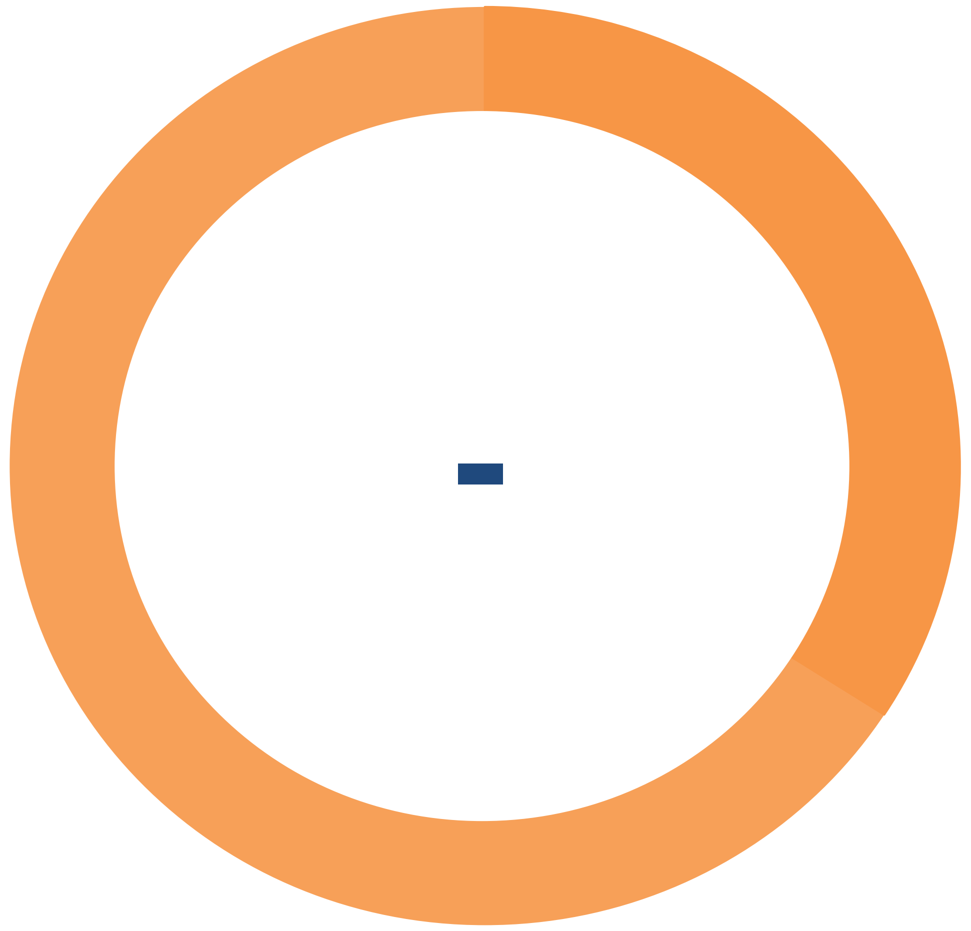
CALL RESOLUTION RATE

We asked: *What are your overall and first call resolution rates?*



Benchmark

Overall Contact Center Resolution Rate



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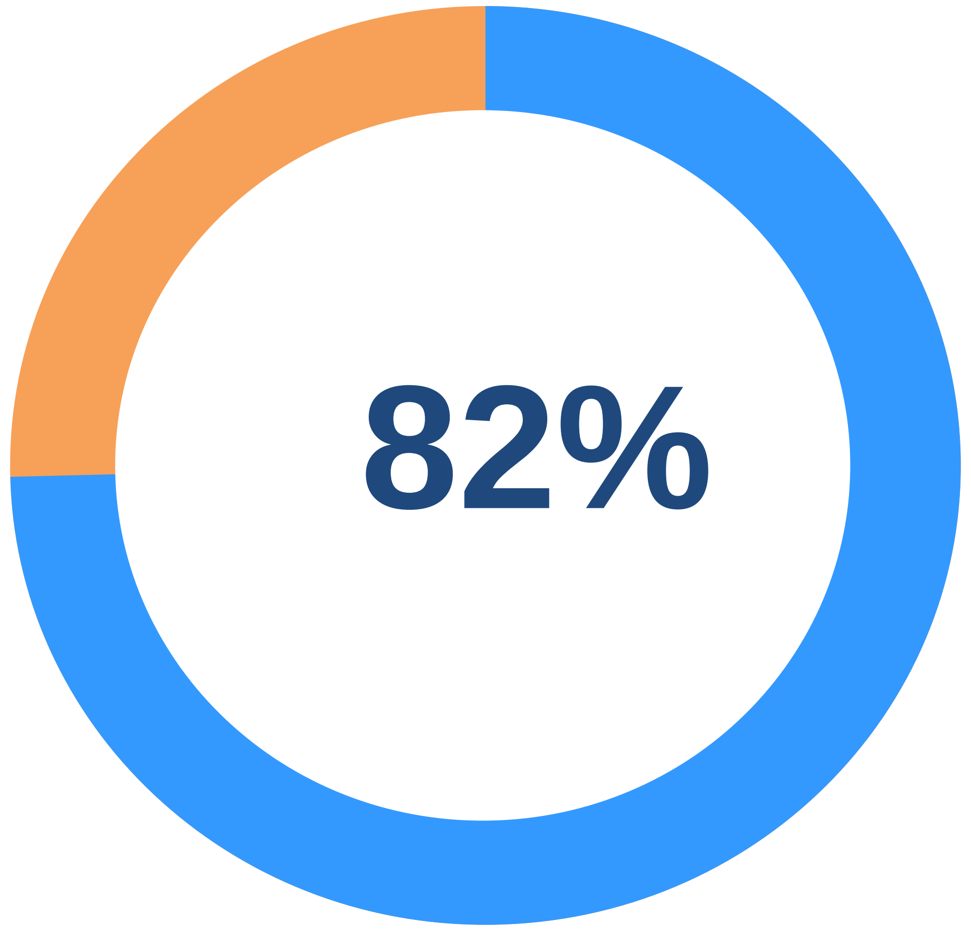
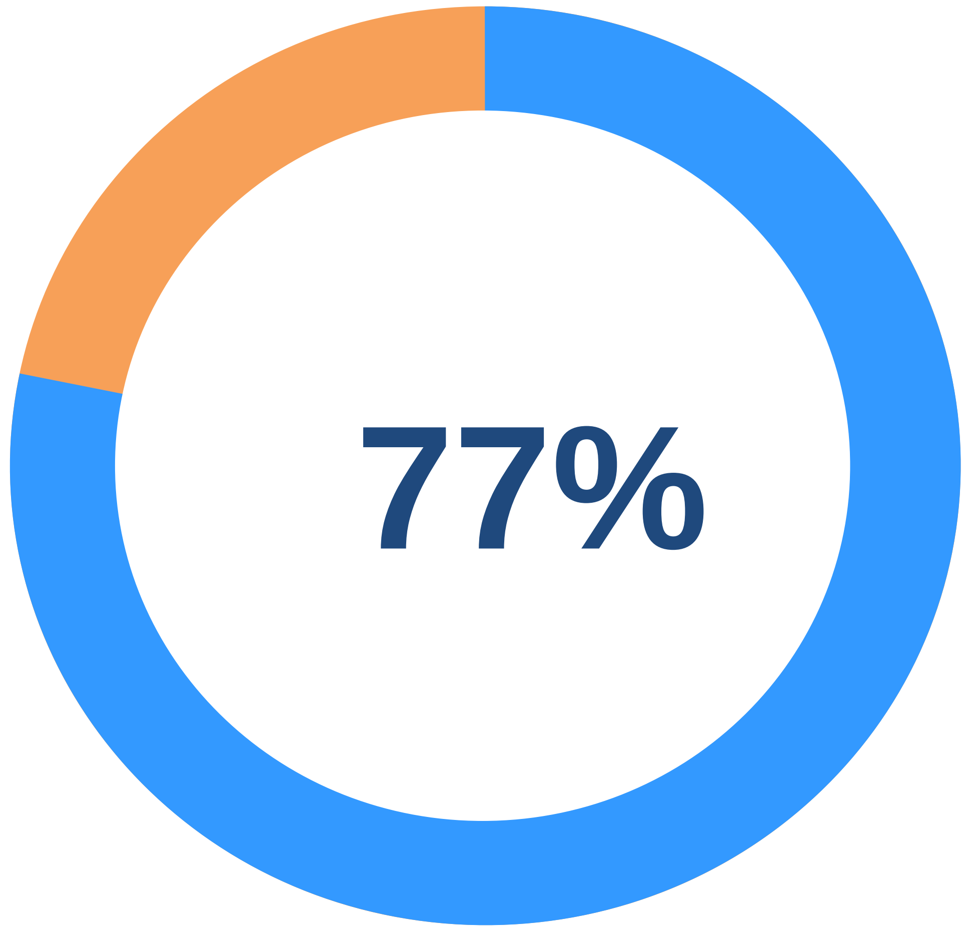


Benchmark

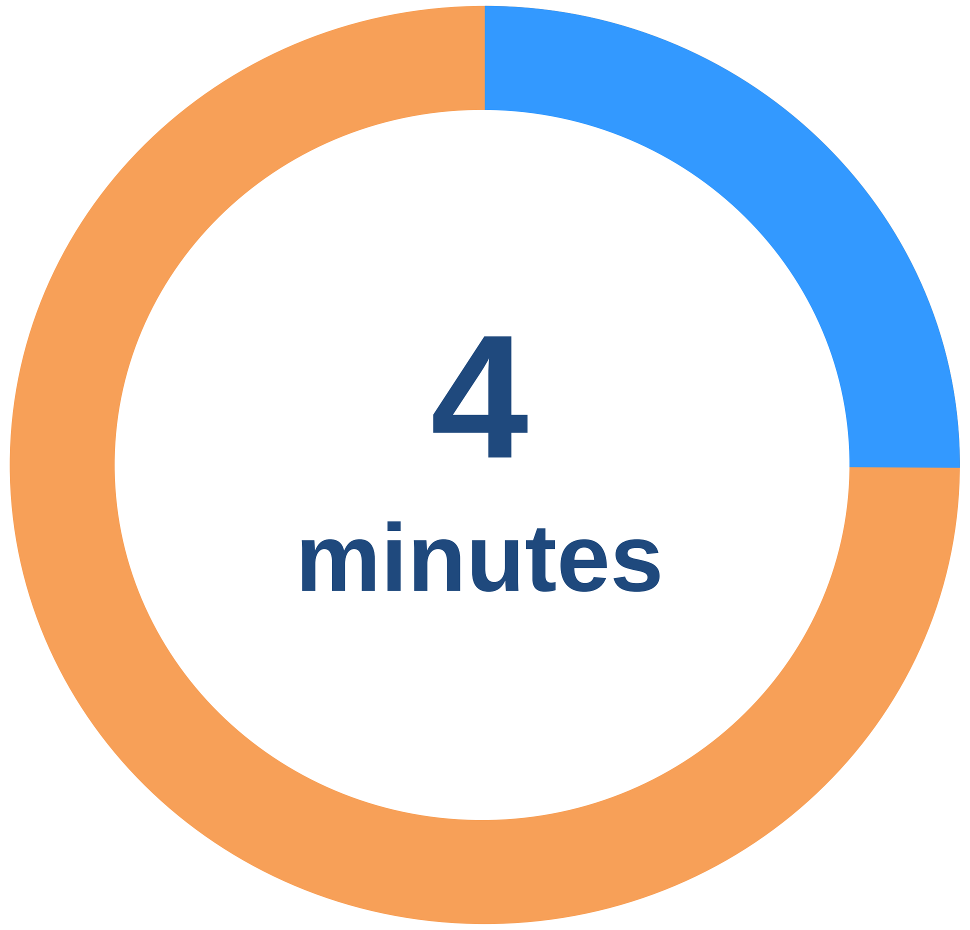
First Call Resolution Rate



YOUR RESPONSE

PERFORMANCE METRICS: CHATBOT

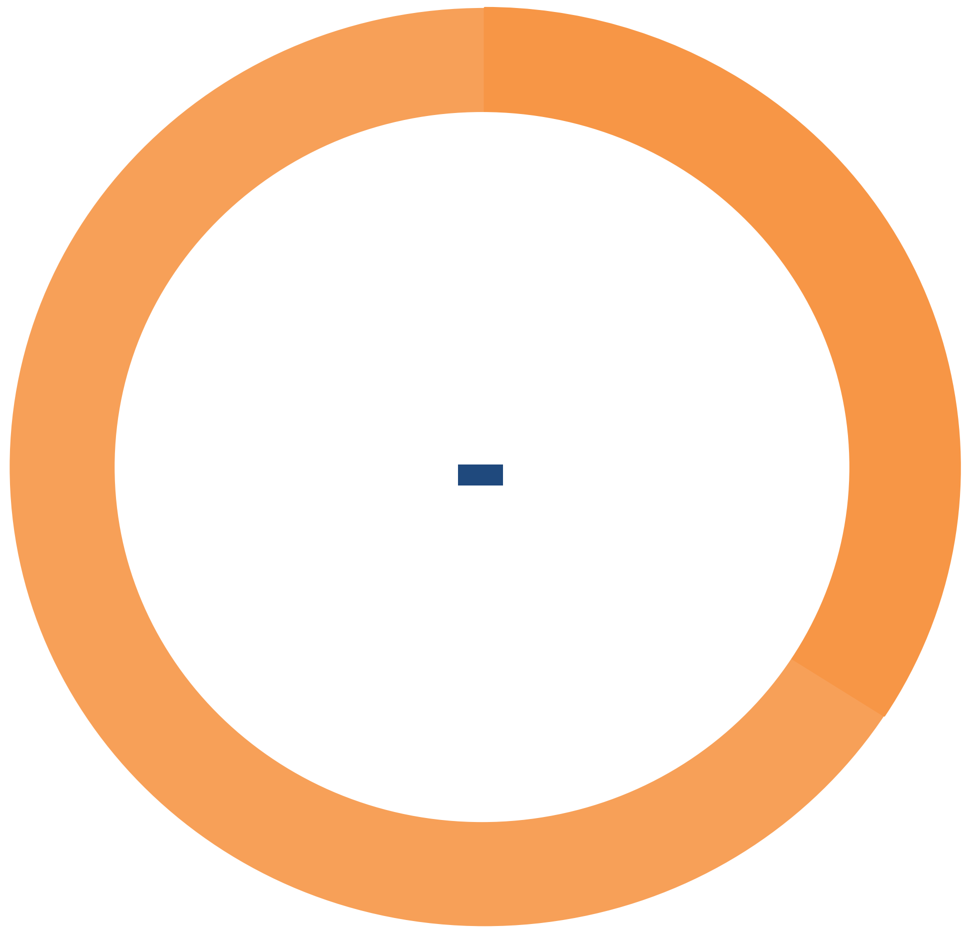
We asked: What are your Contact Center’s Average Reply and Handle Times (by Channel)?



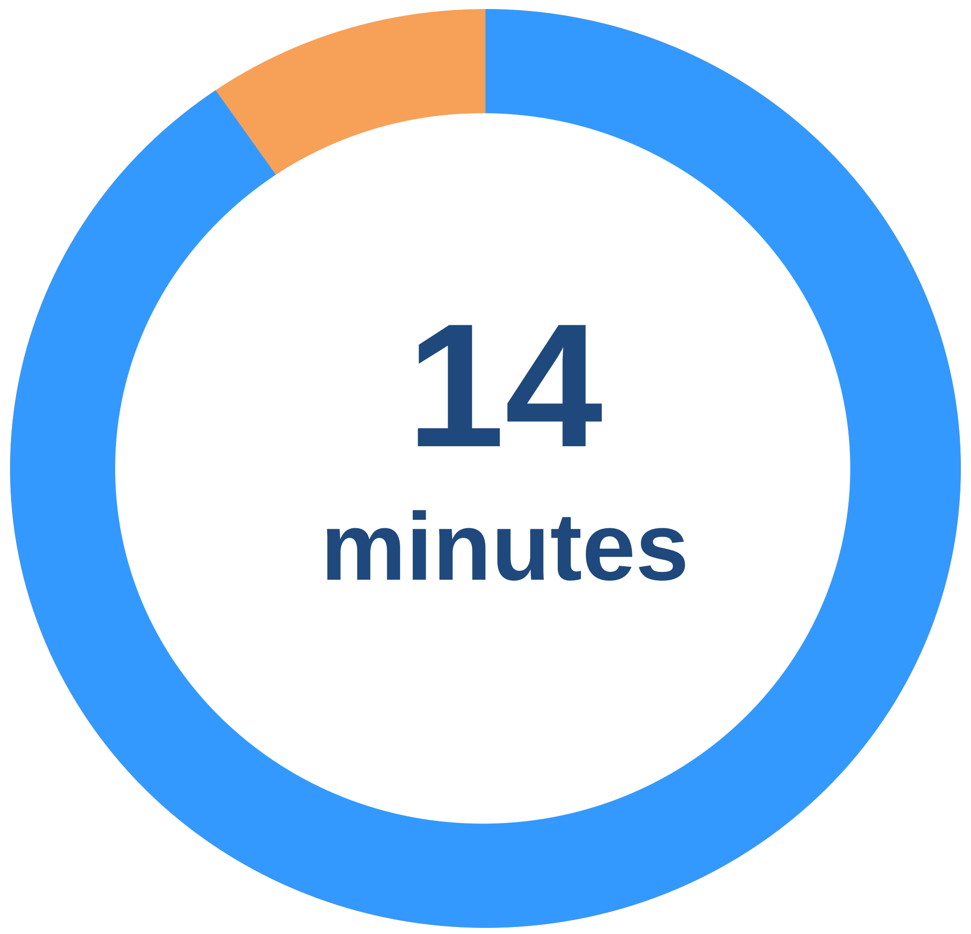
Benchmark

Average **Reply** Time

(Minutes)



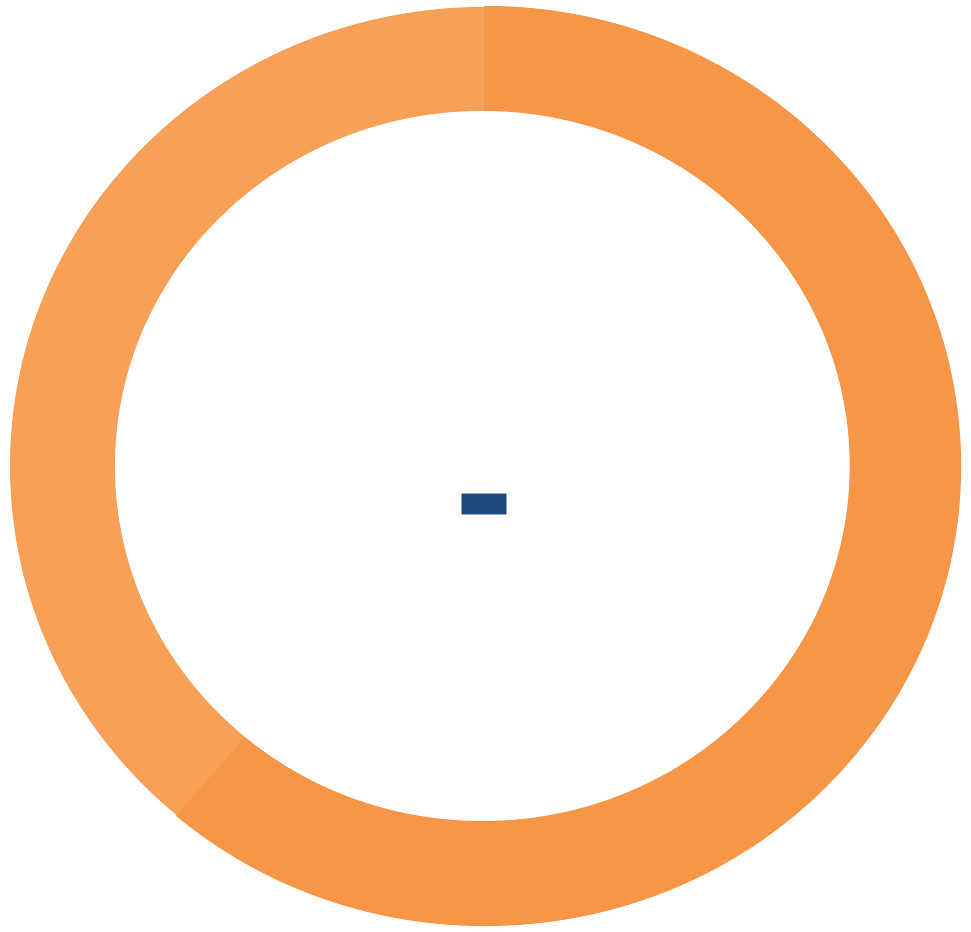
NO RESPONSE



Benchmark

Average **Handle** Time

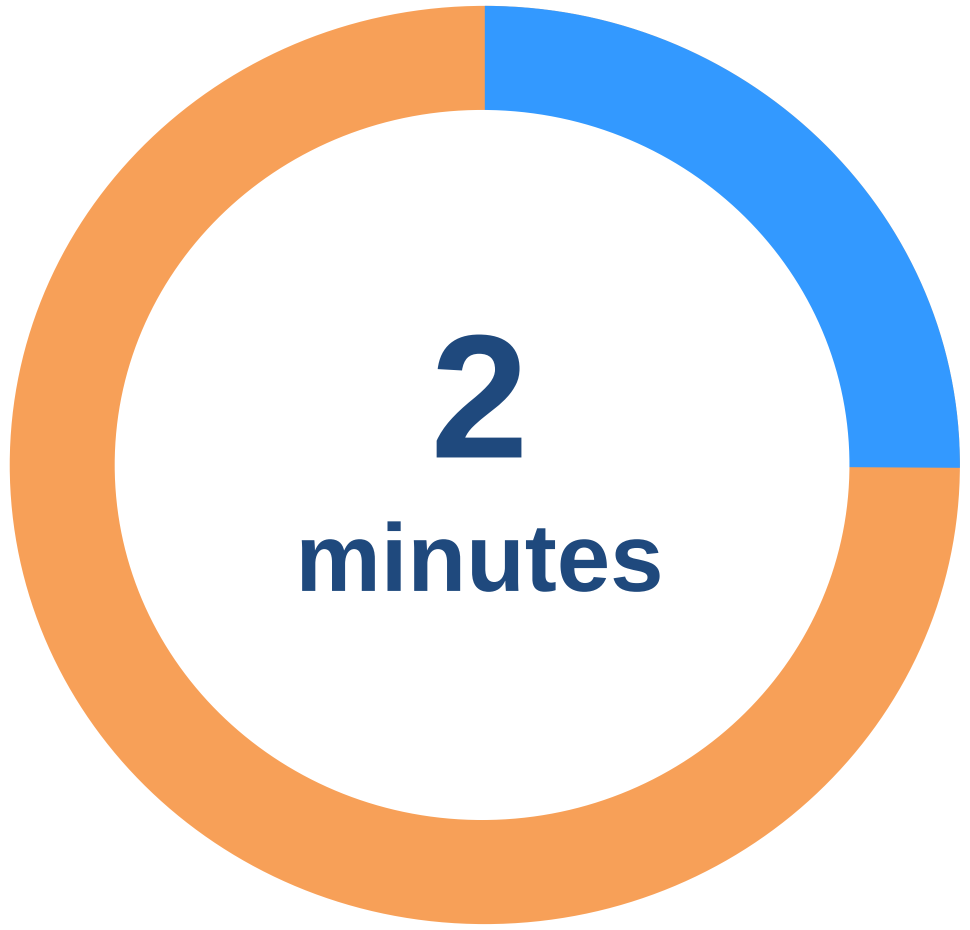
(Minutes)



NO RESPONSE

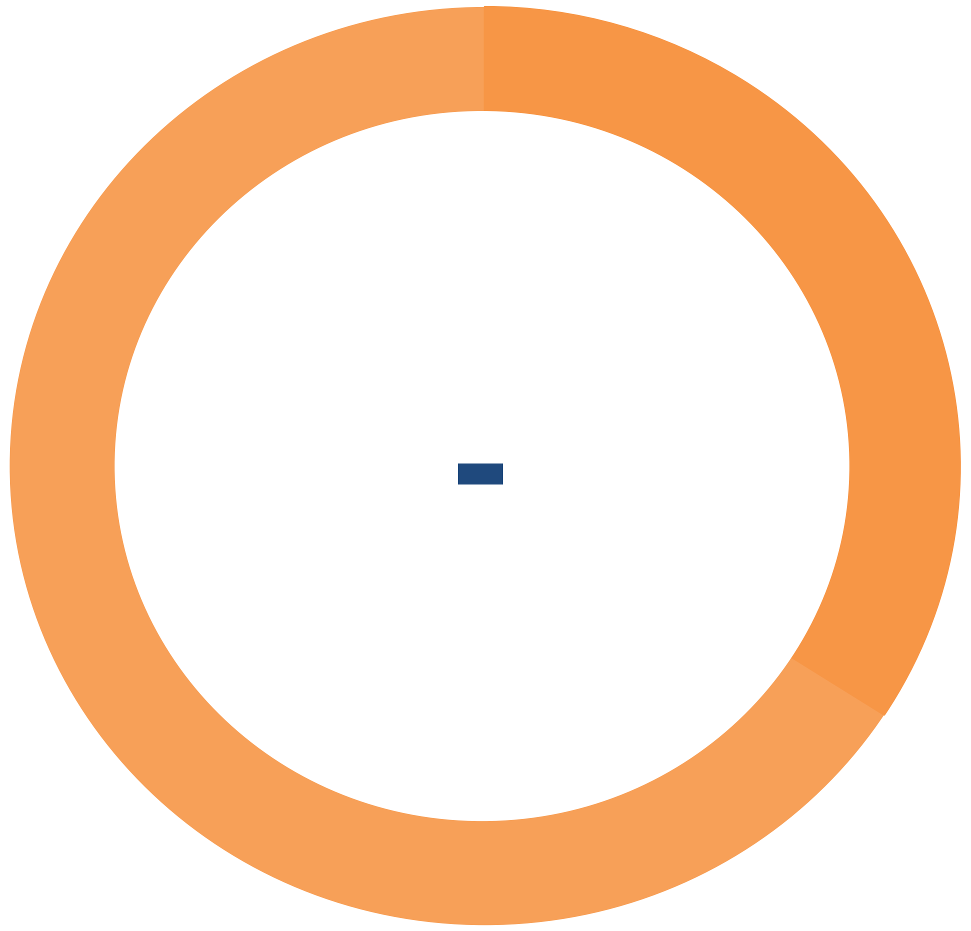
PERFORMANCE METRICS: VOICE

We asked: What are your Contact Center's Average Reply and Handle Times (by Channel)?



2
minutes

Benchmark
Average **Reply** Time
(Minutes)



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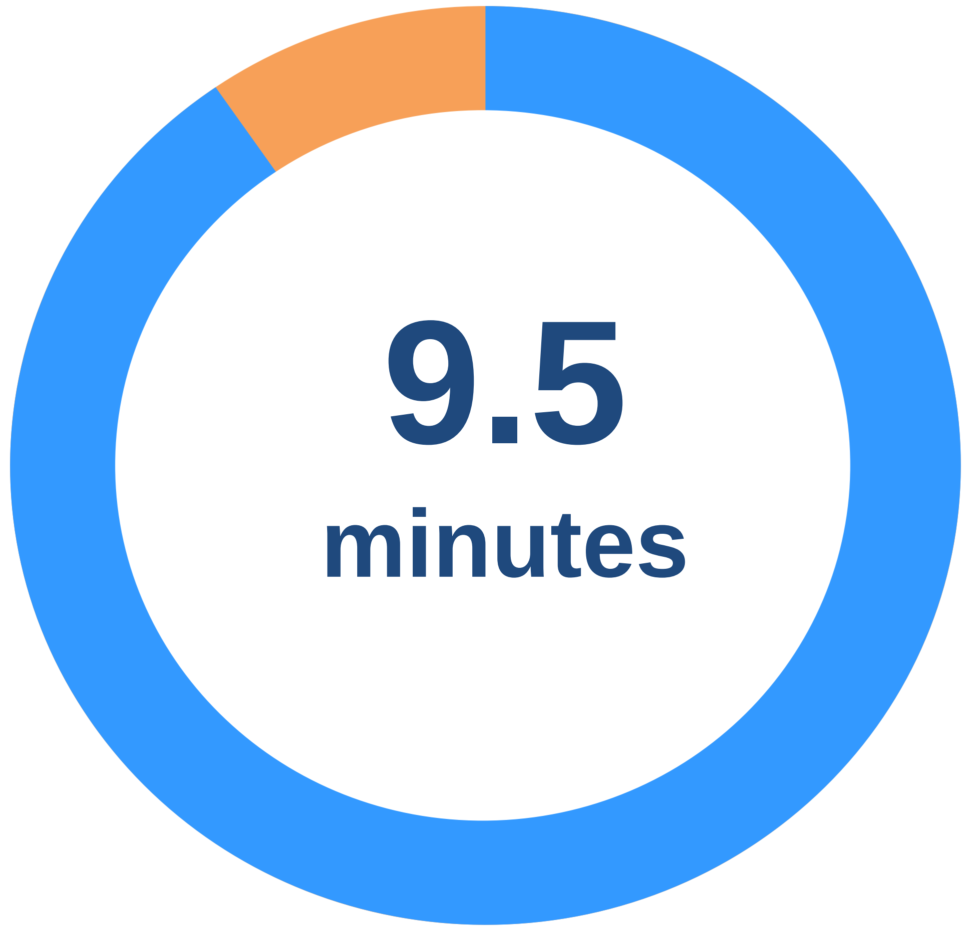
NO RESPONSE



9.5
minutes

Benchmark
Average **Handle** Time
(Minutes)

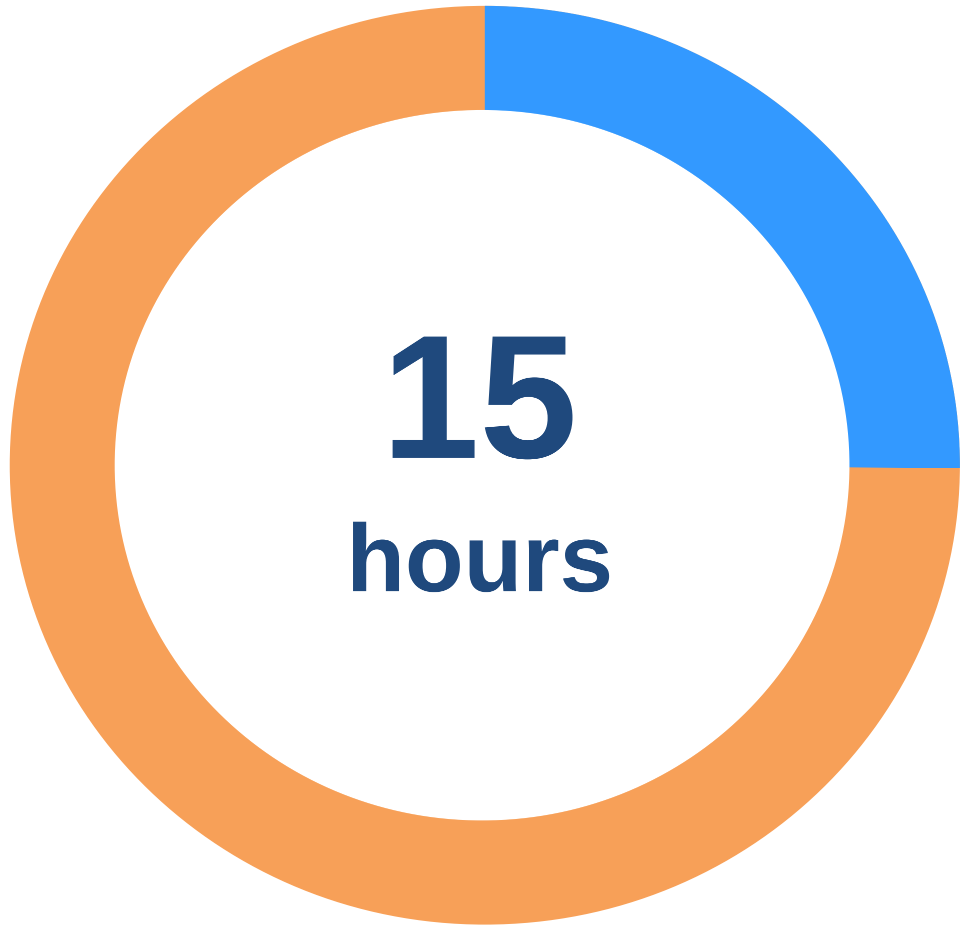
8.00
minutes

YOUR RESPONSE

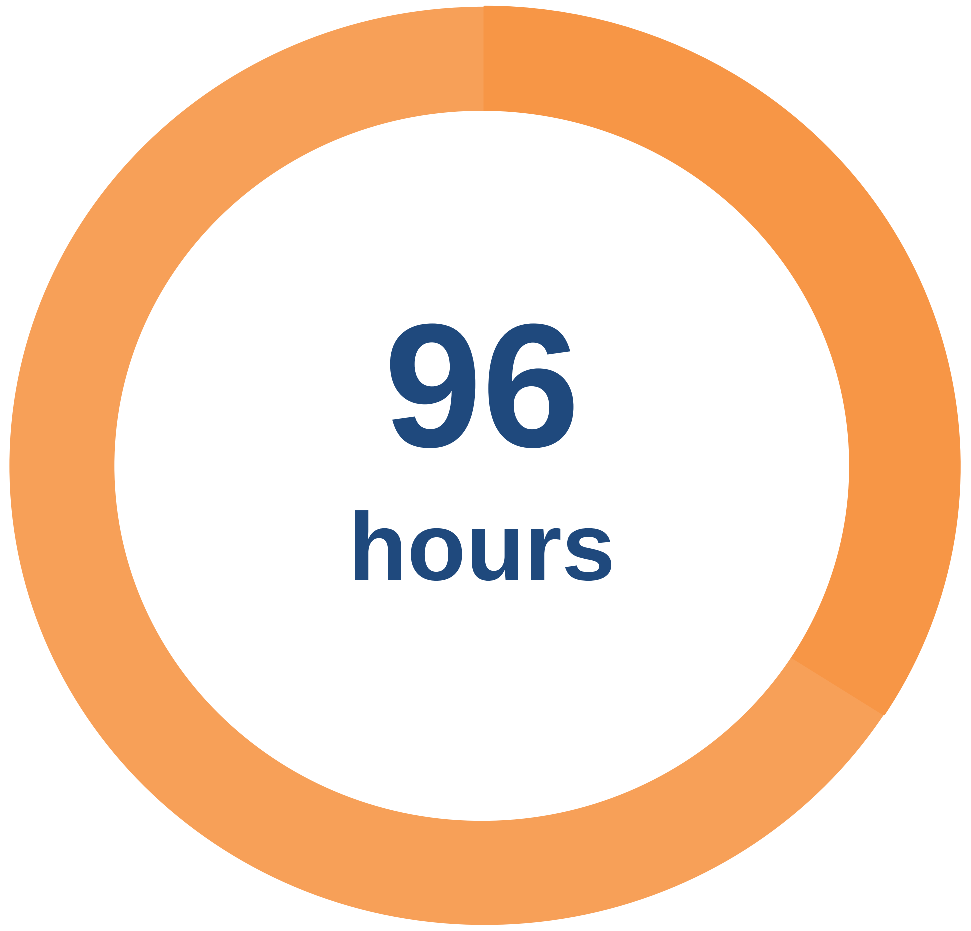
Customer Engagement
Leadership Council
FROST & SULLIVAN

PERFORMANCE METRICS: EMAIL

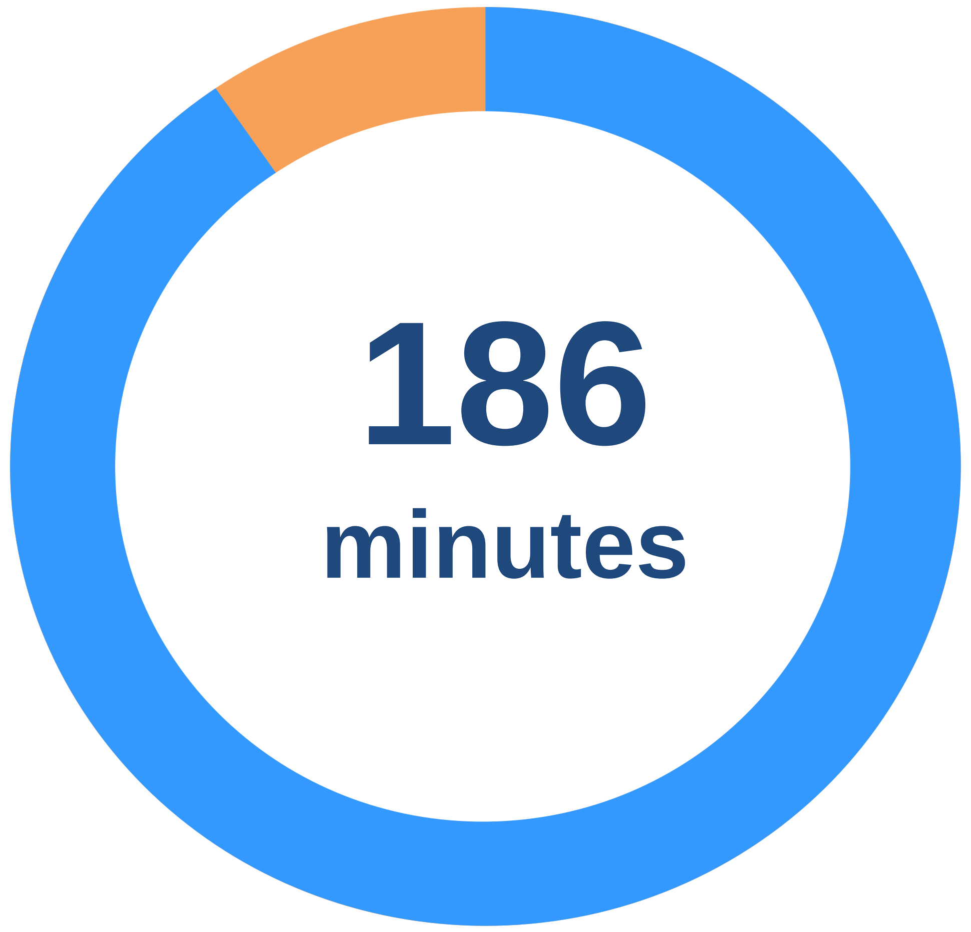
We asked: What are your Contact Center's Average Reply and Handle Times (by Channel)?



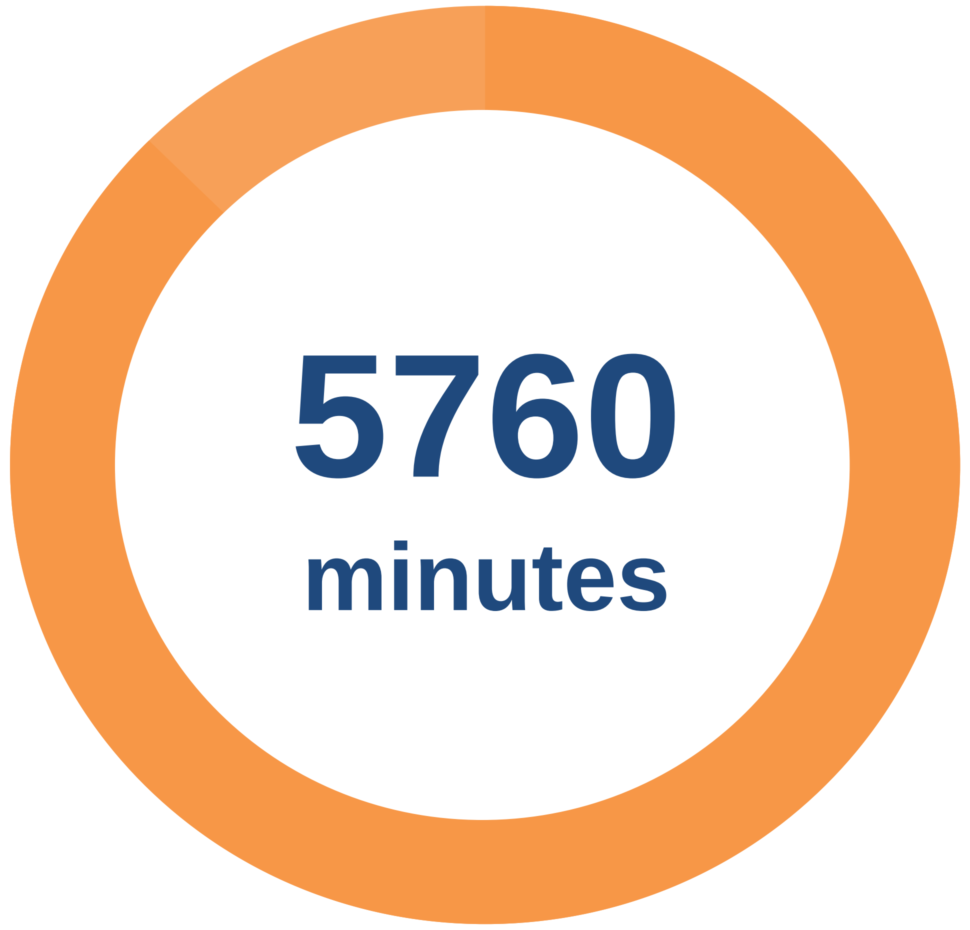
Benchmark
Average **Reply** Time
(Minutes)



YOUR RESPONSE



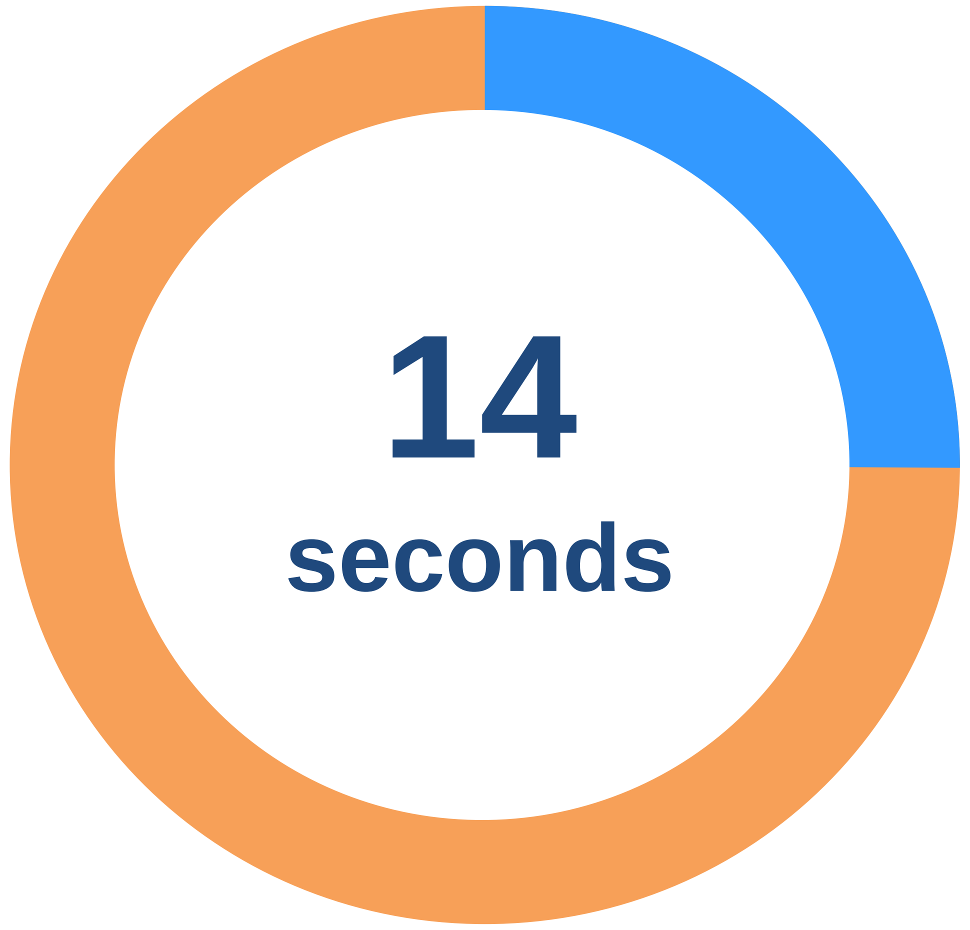
Benchmark
Average **Handle** Time
(Minutes)



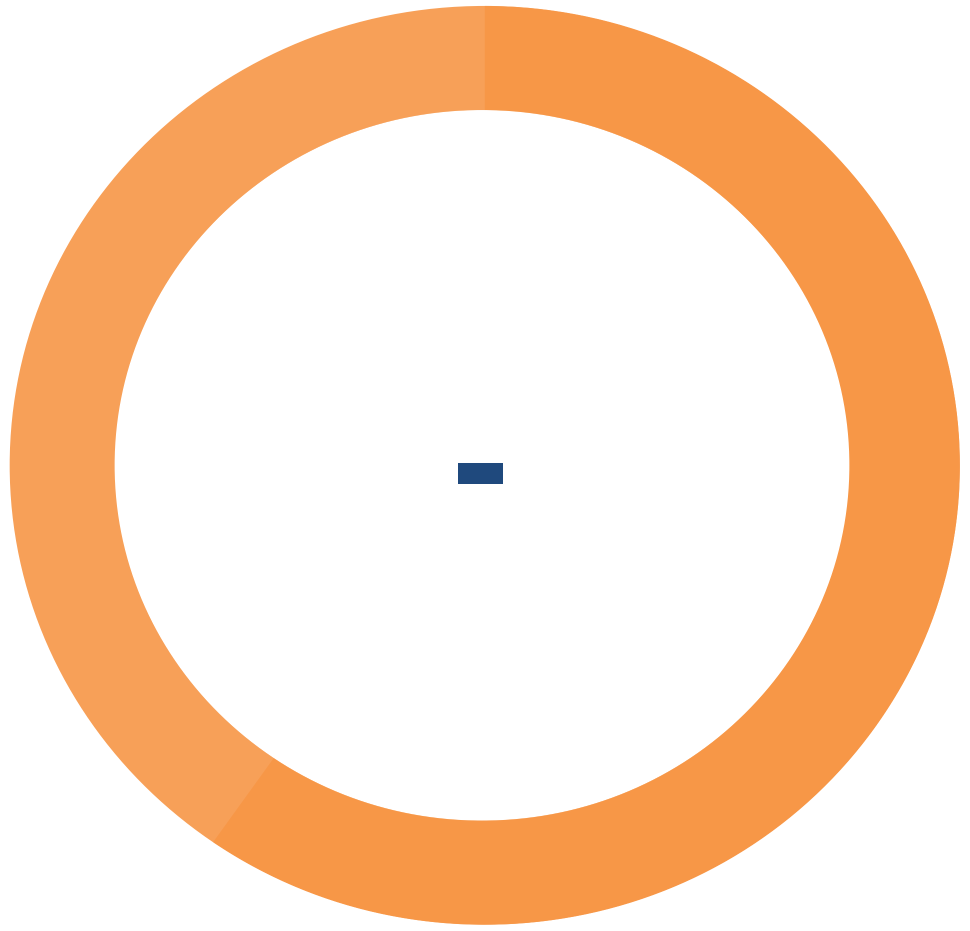
YOUR RESPONSE

PERFORMANCE METRICS: TEXT

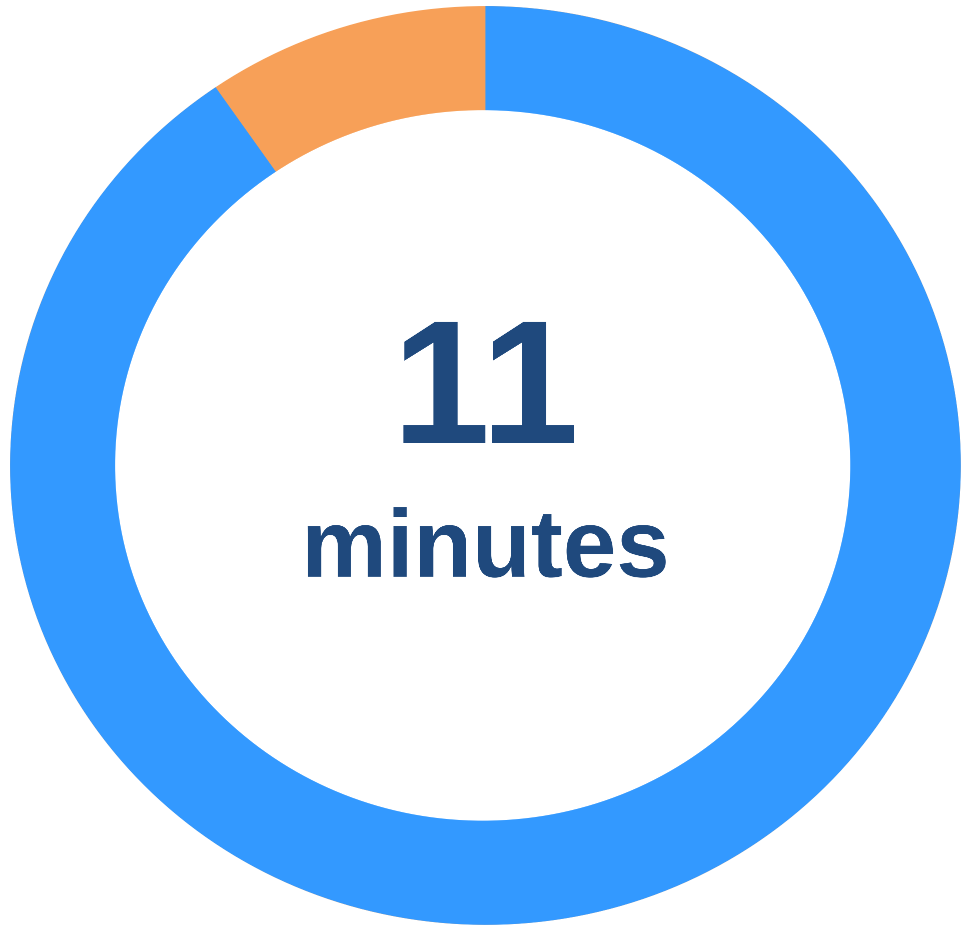
We asked: What are your Contact Center’s Average Reply and Handle Times (by Channel)?



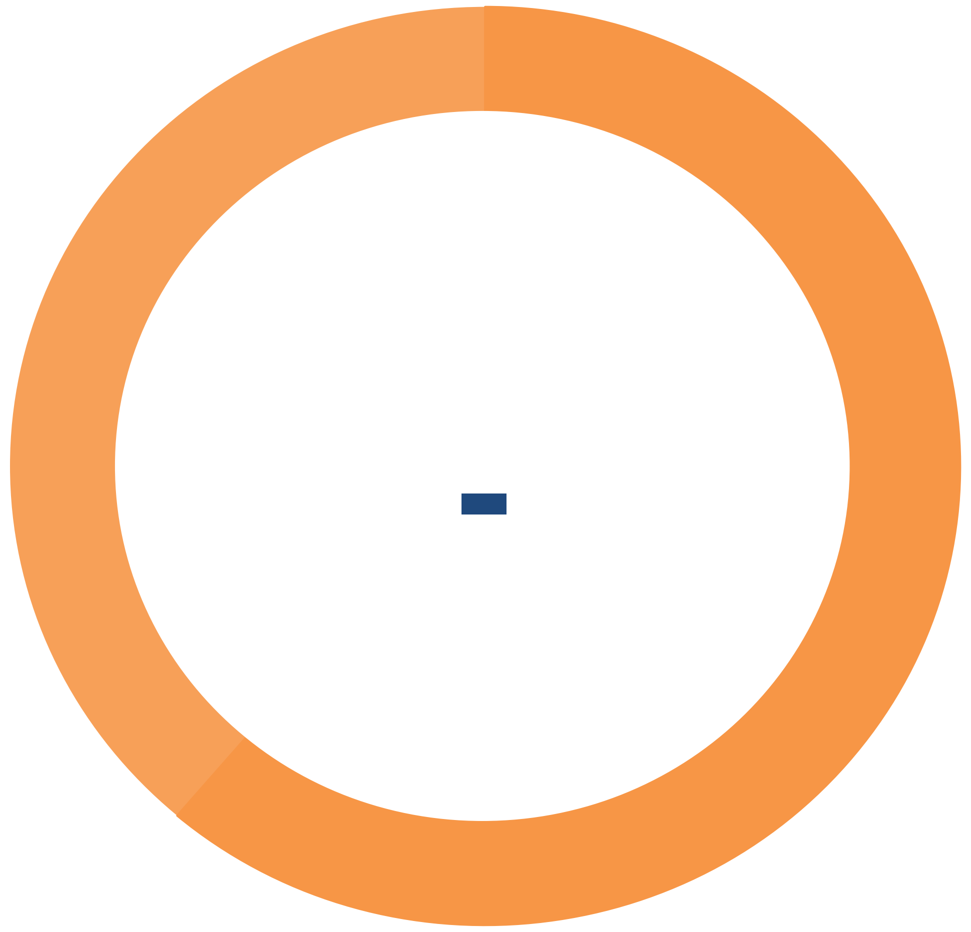
Benchmark
Average **Reply** Time
(Minutes)



NO RESPONSE



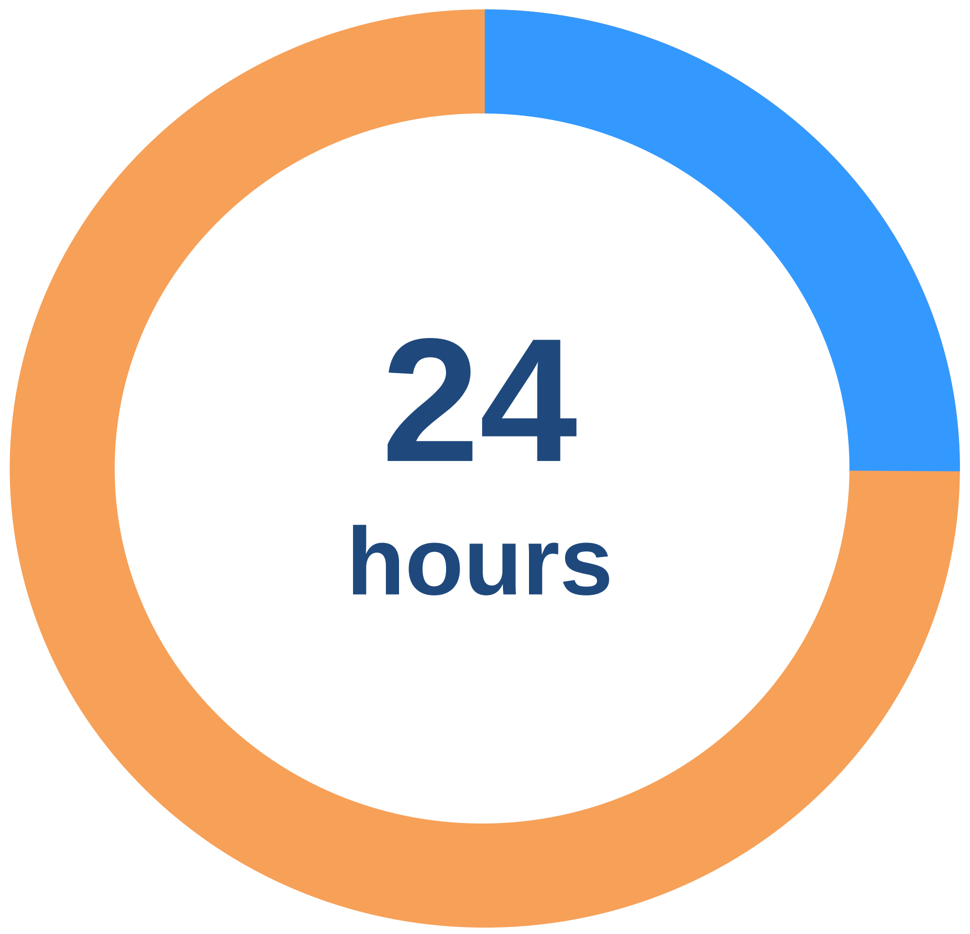
Benchmark
Average **Handle** Time
(Minutes)



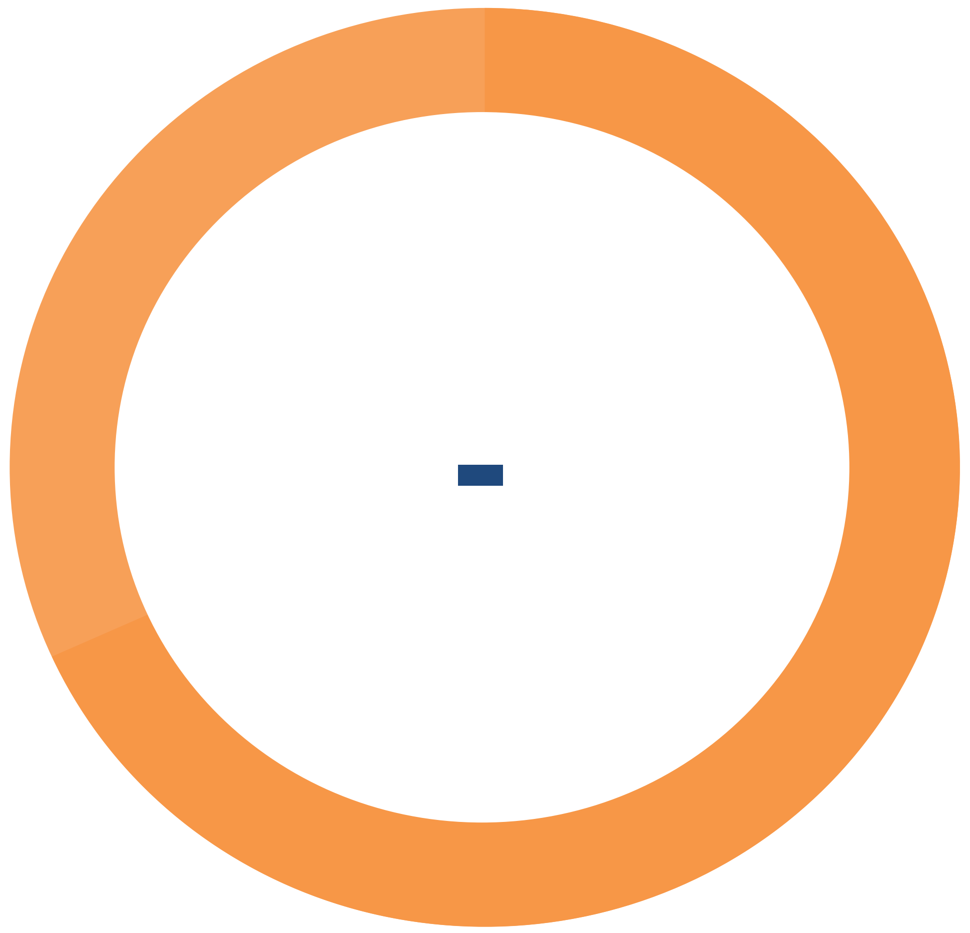
NO RESPONSE

PERFORMANCE METRICS: SOCIAL MEDIA

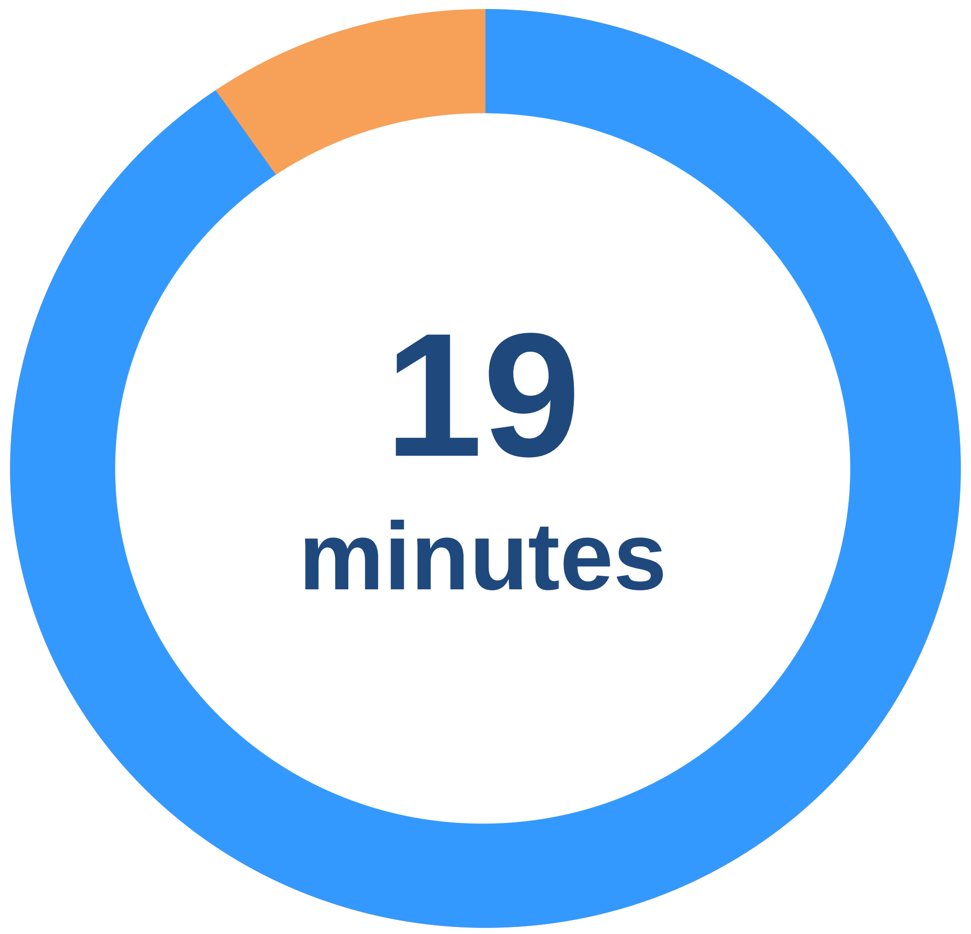
We asked: What are your Contact Center’s Average Reply and Handle Times (by Channel)?



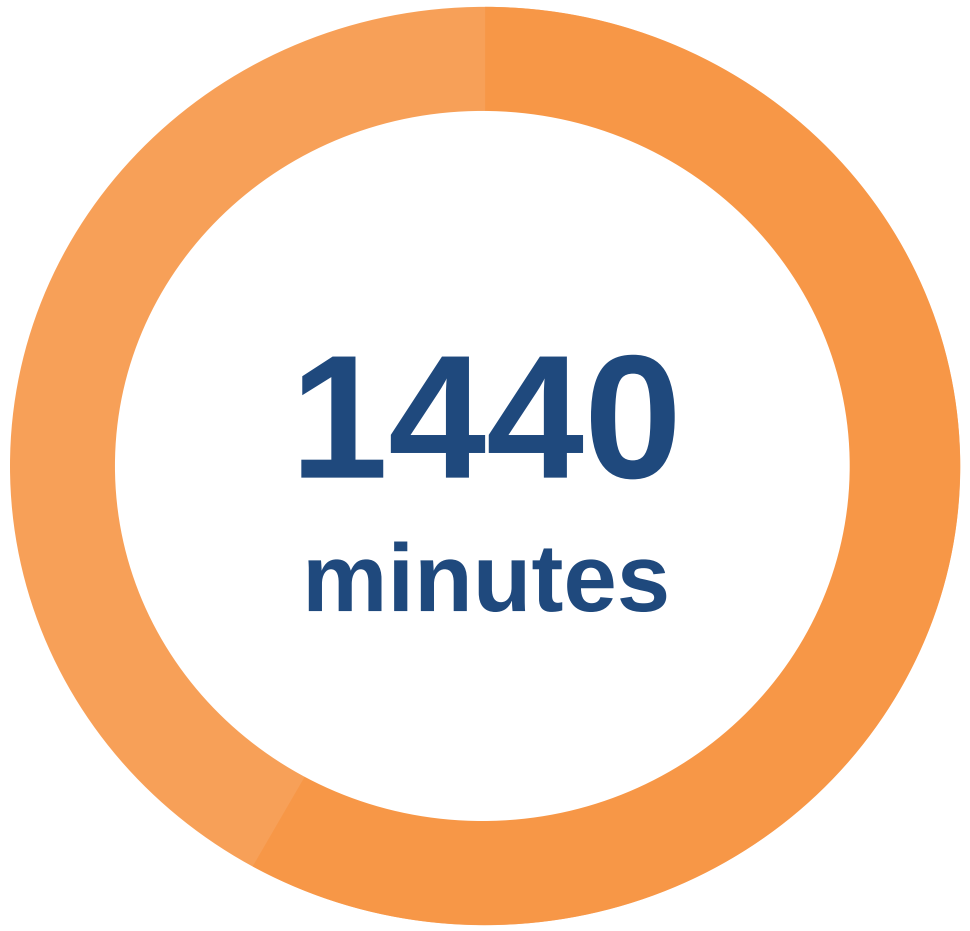
Benchmark
Average **Reply** Time
(Minutes)



NO RESPONSE



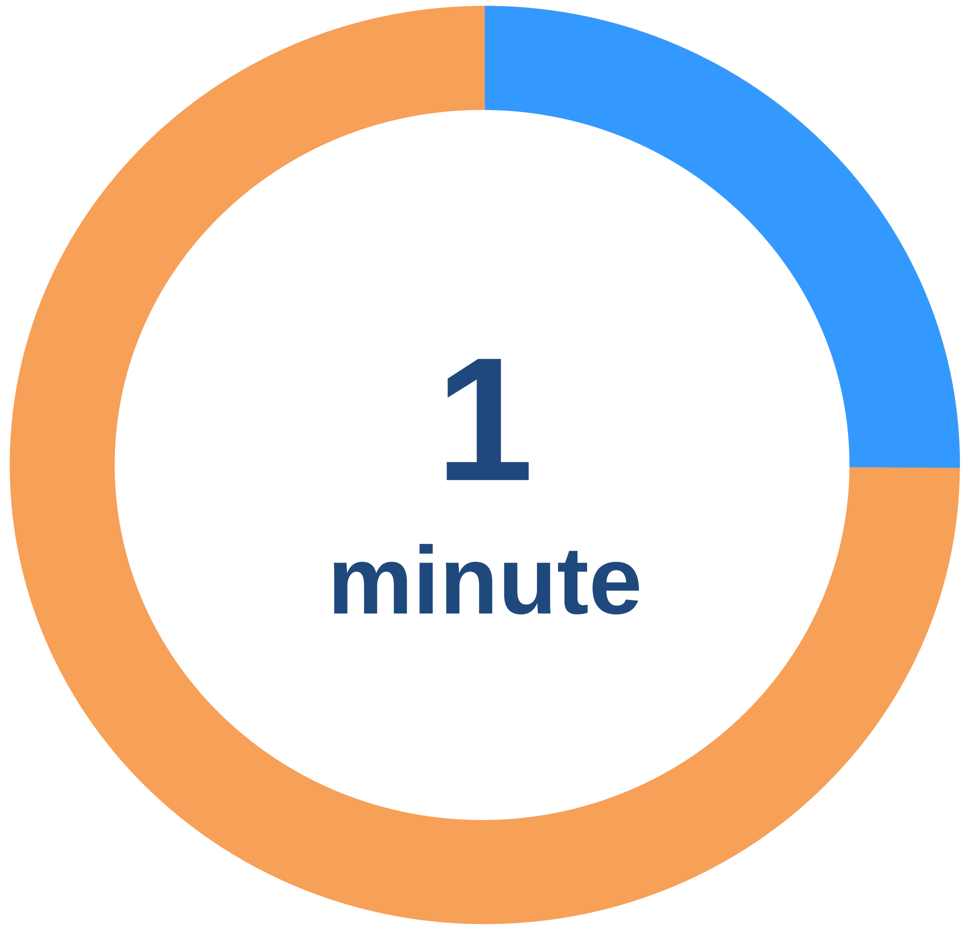
Benchmark
Average **Handle** Time
(Minutes)



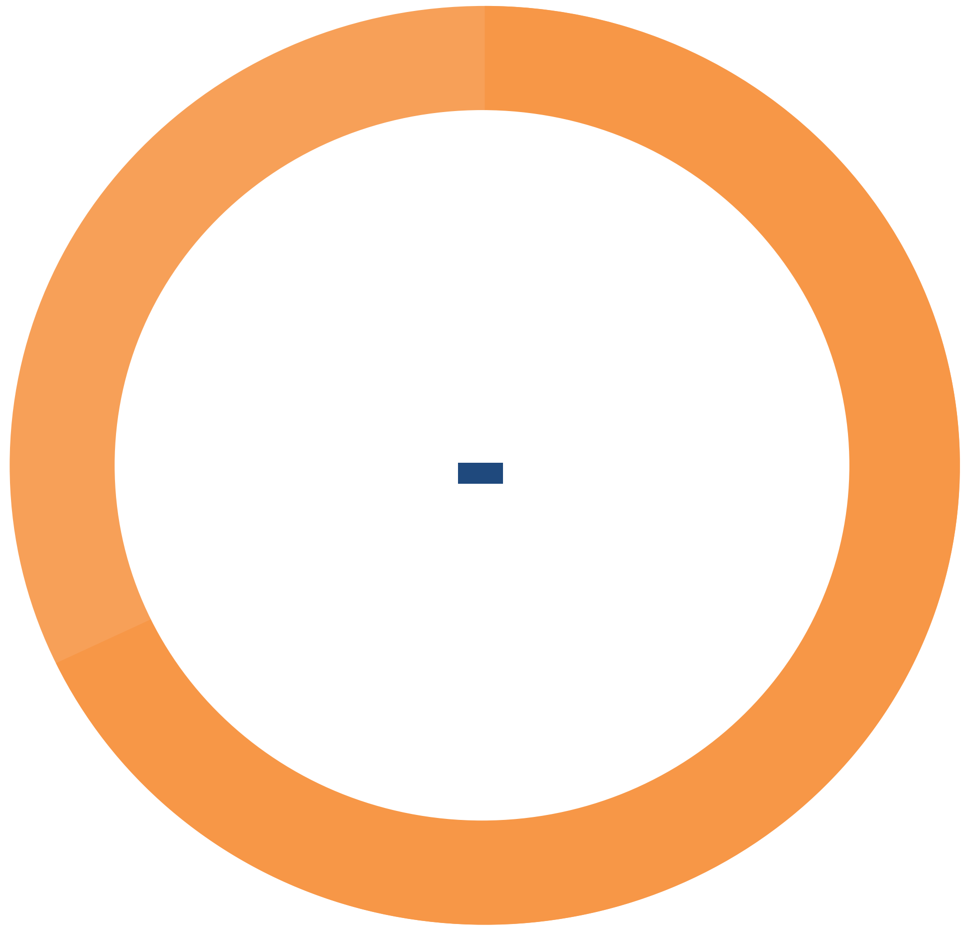
YOUR RESPONSE

PERFORMANCE METRICS: WEB SELF-SERVE

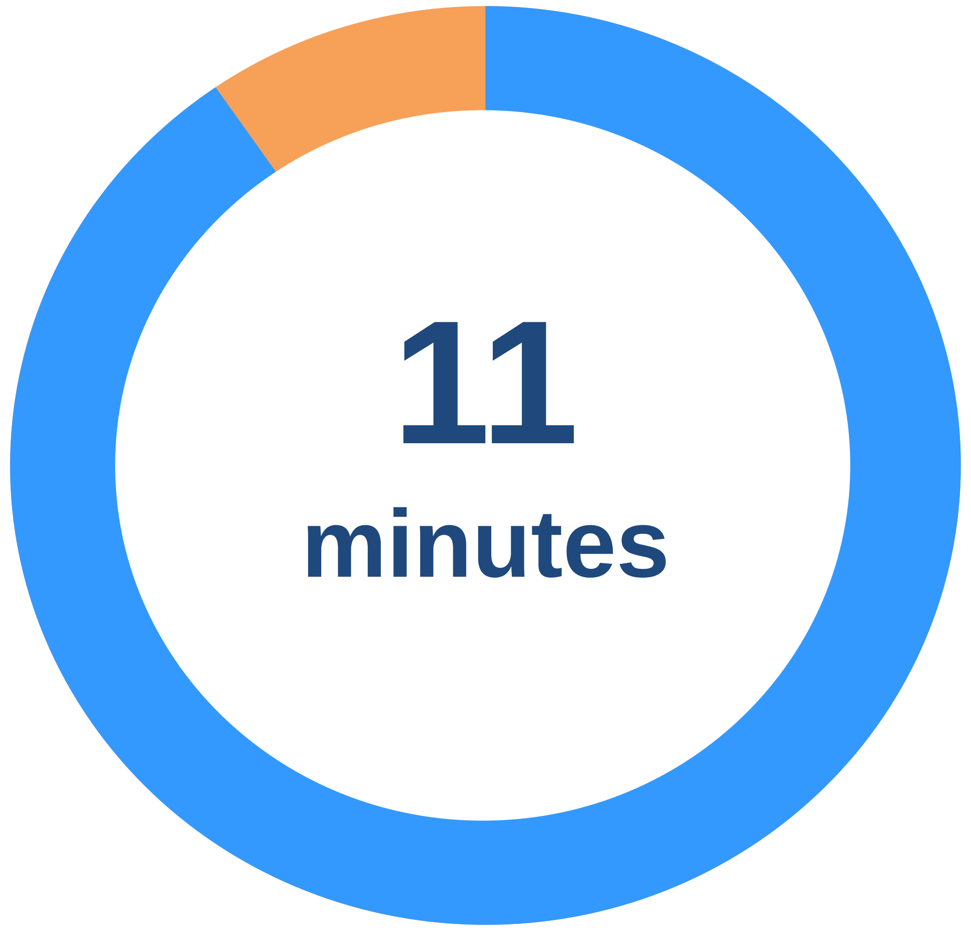
We asked: What are your Contact Center’s Average Reply and Handle Times (by Channel)?



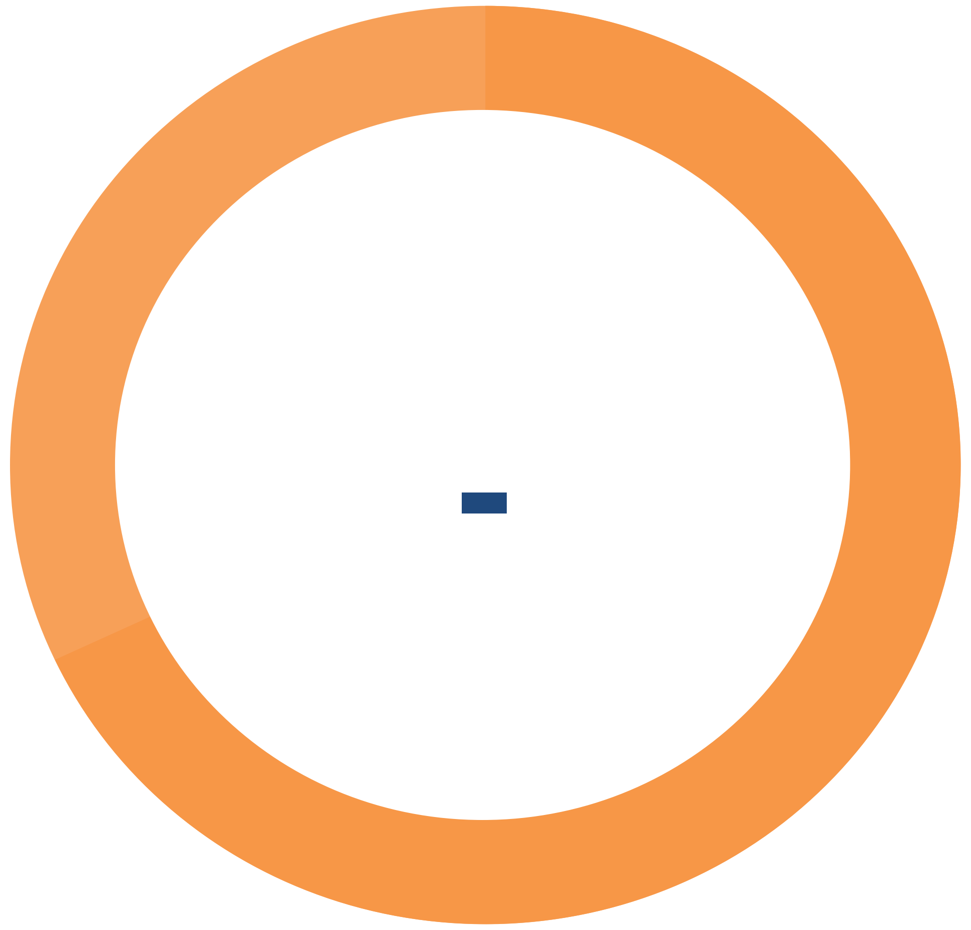
Benchmark
Average **Reply** Time
(Minutes)



NO RESPONSE



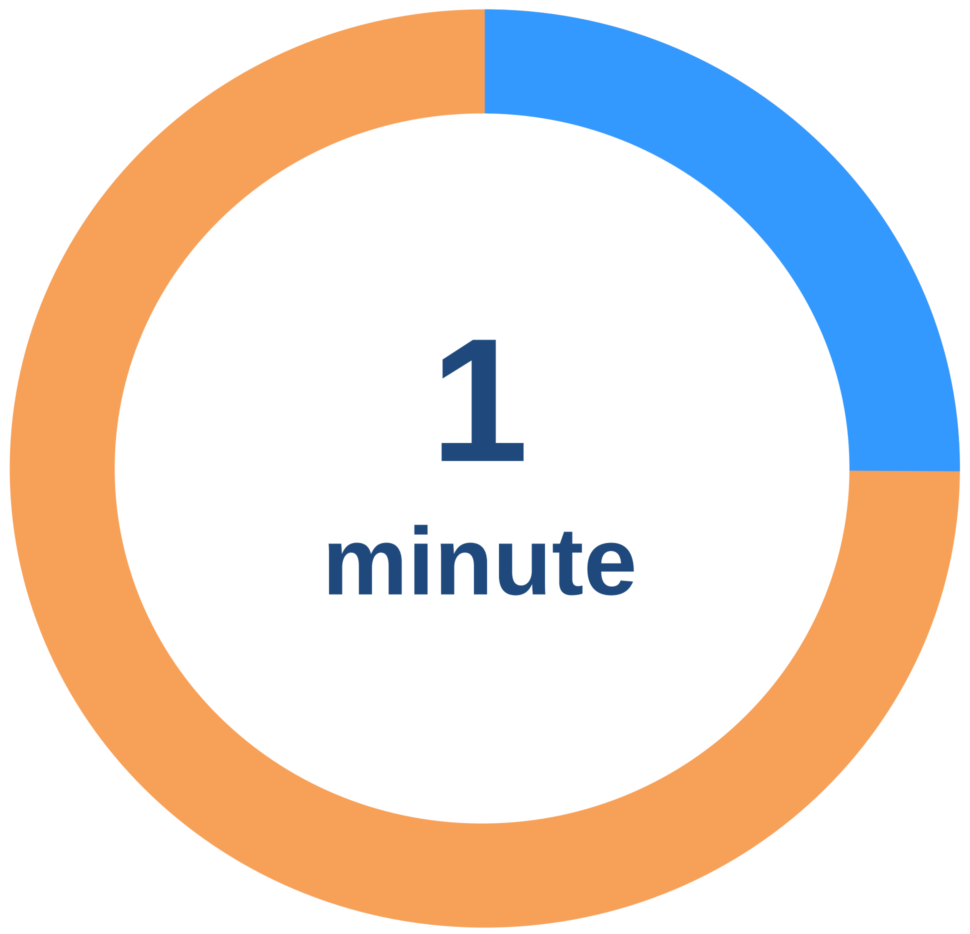
Benchmark
Average **Handle** Time
(Minutes)

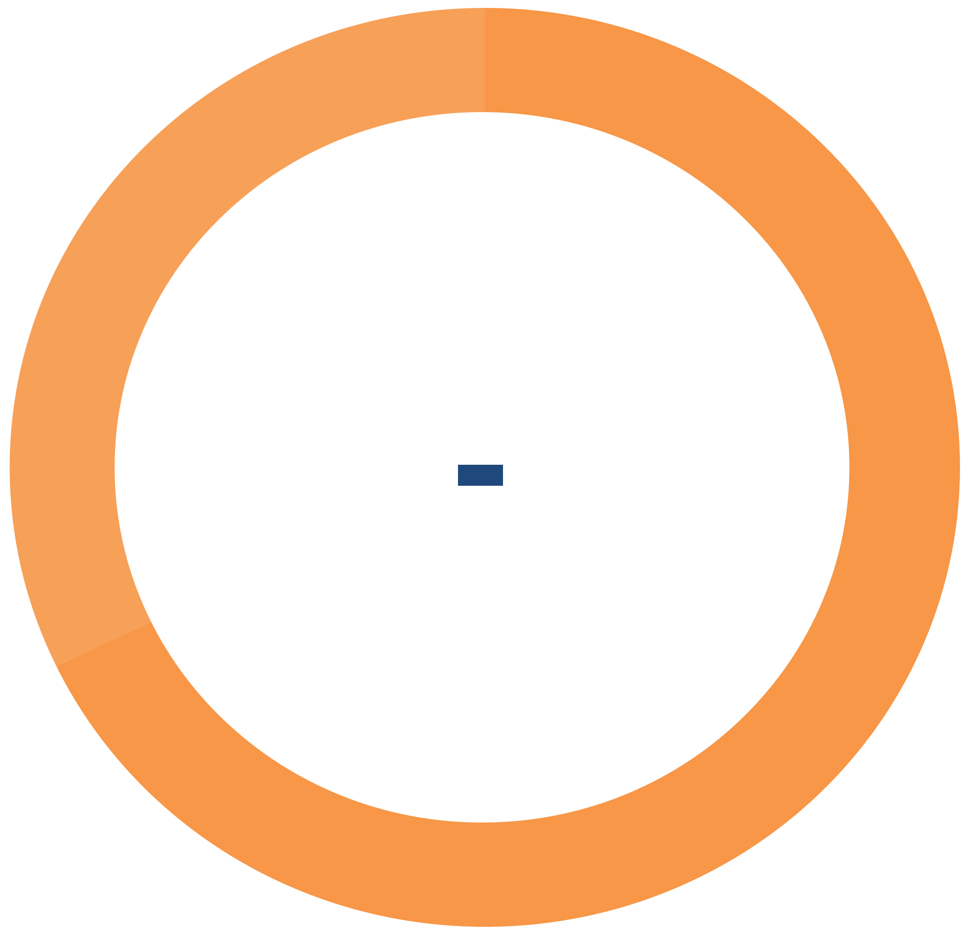


NO RESPONSE

PERFORMANCE METRICS: IVR

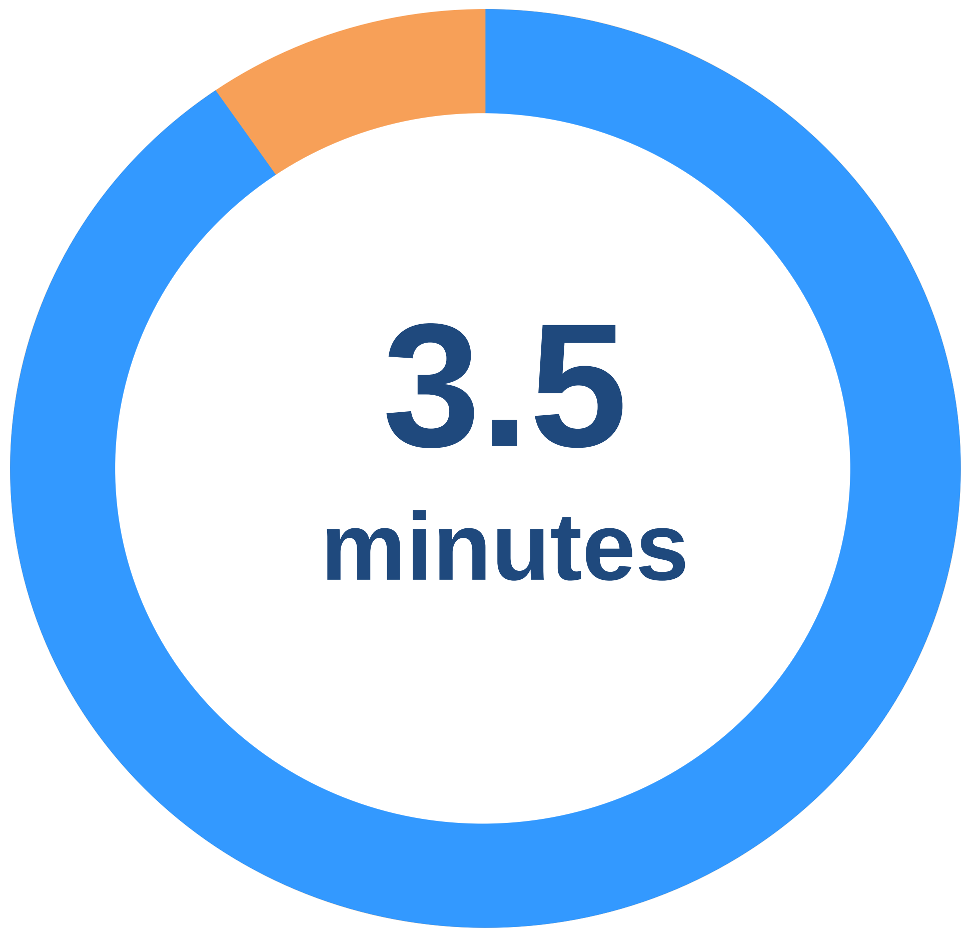
We asked: What are your Contact Center’s Average Reply and Handle Times (by Channel)?

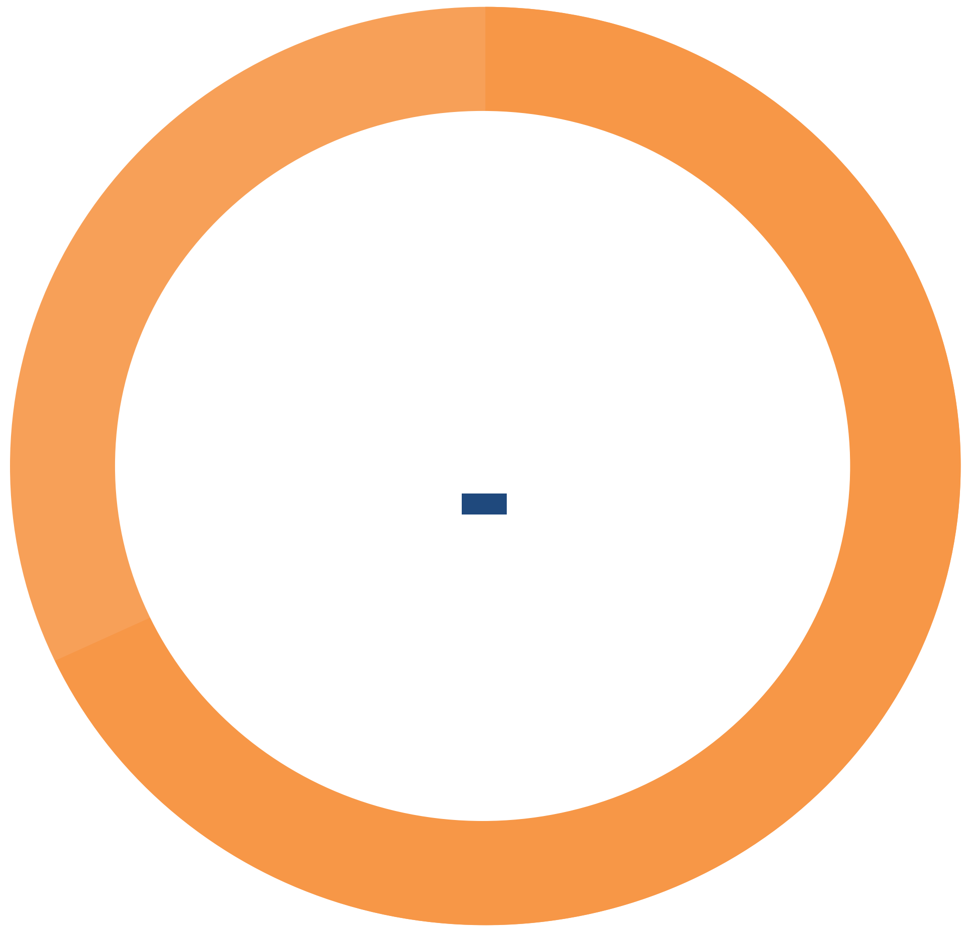




Benchmark
Average **Reply** Time
(Minutes)

NO RESPONSE





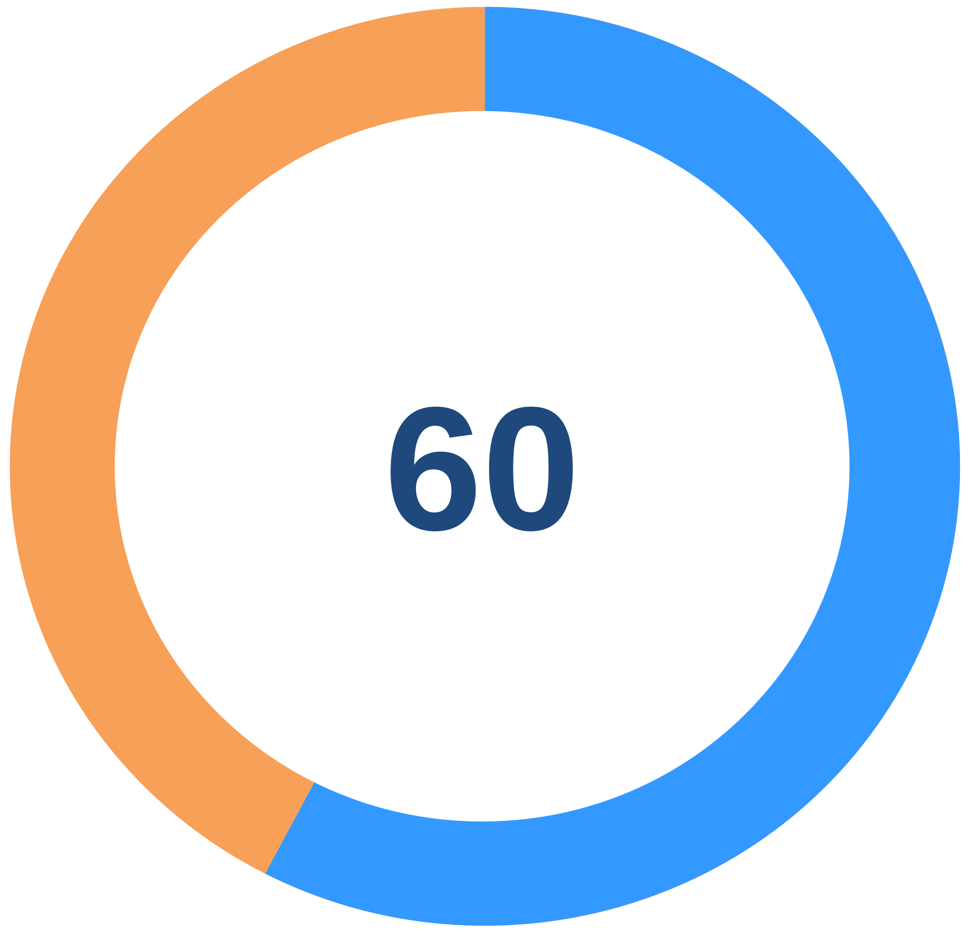
Benchmark
Average **Handle** Time
(Minutes)

NO RESPONSE

PERFORMANC METRICS: OVERALL SCORES

We asked: What is your customer effort, NPS and CSAT scores?

Net Promoter Score (NPS)



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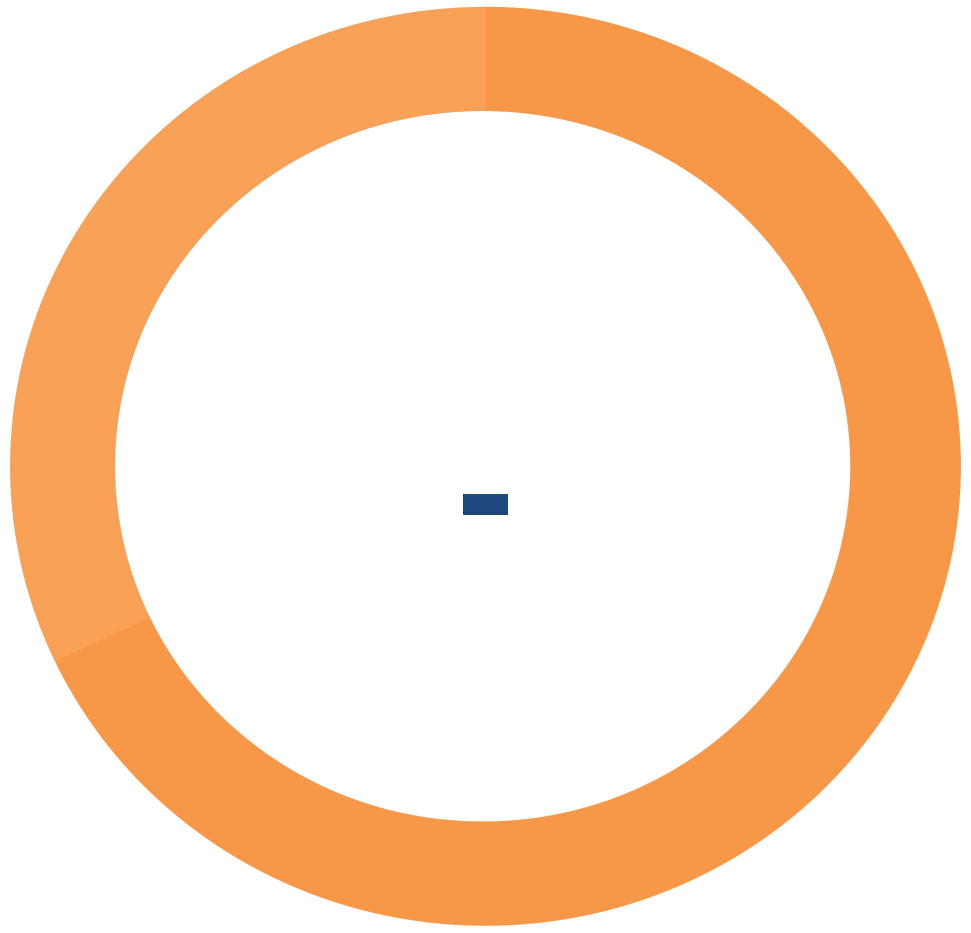
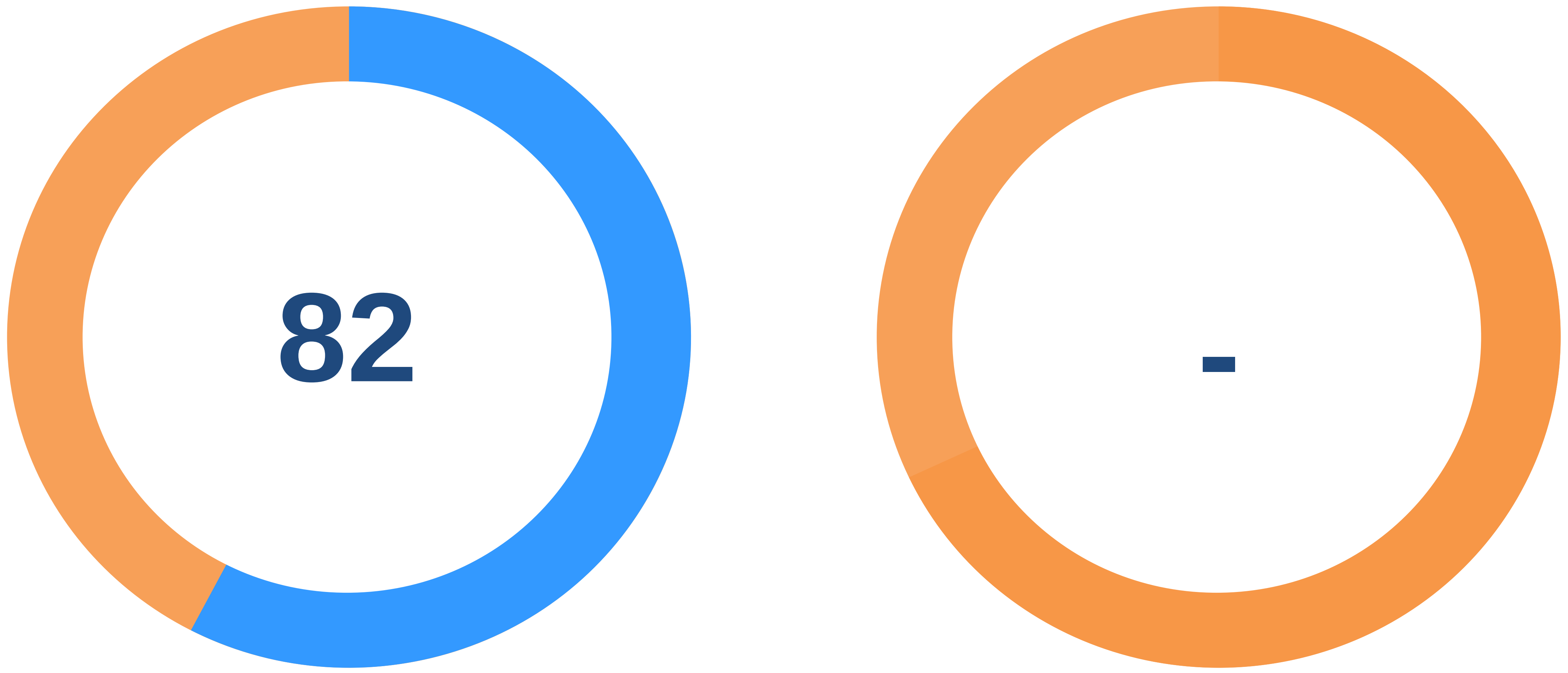


NO RESPONSE

PERFORMANC METRICS: OVERALL SCORES

We asked: What is your customer effort, NPS and CSAT scores?

Customer Satisfaction (CSAT) Score



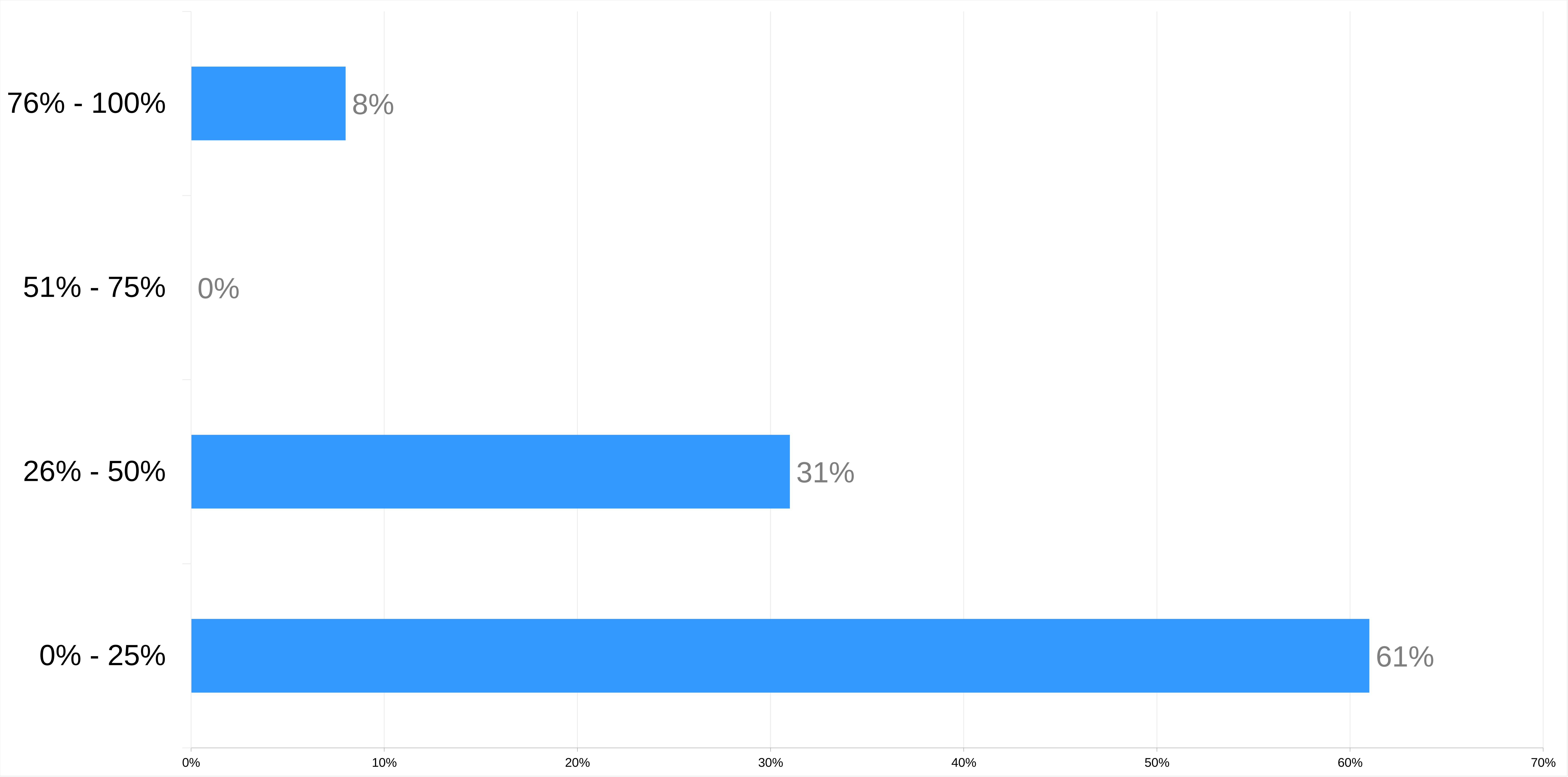
Benchmark

NO RESPONSE

SECTION 3: AGENT SATISFACTION

AGENT SATISFACTION: AGENT TURNOVER RATE

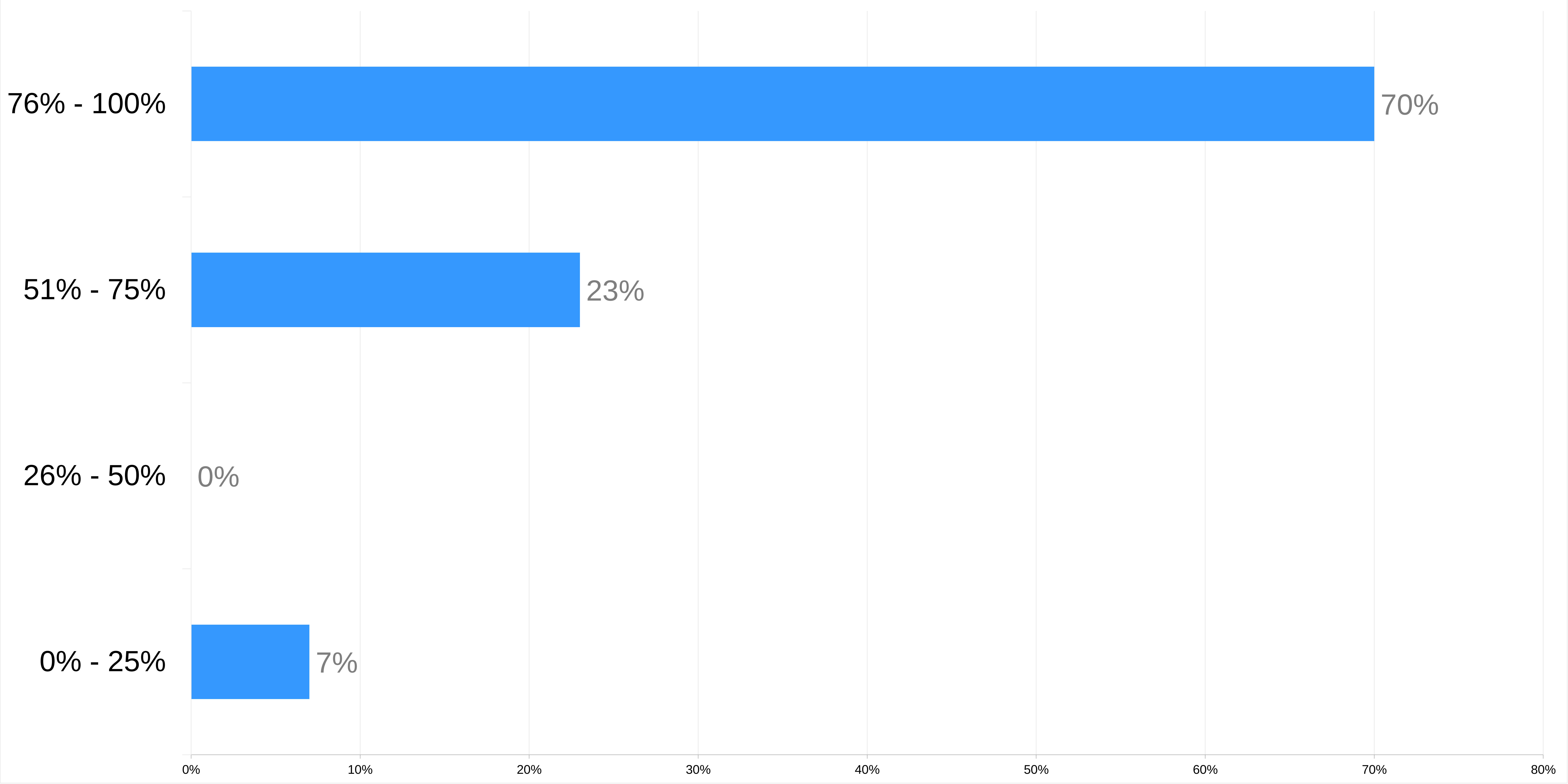
We asked: What is your Agent Turnover Rate (Year over Year)?



NO RESPONSE

AGENT SATISFACTION: AGENT TURNOVER RATE

We asked: What is your Employee Engagement Score?



SECTION 5: GROWTH STRATEGY DIALOGUE

SUMMARY & RECOMMENDATIONS

- Strengths
  - Excellent CSAT scores - once customers are interacting with agents, they are very happy
  - Uses gaming to help with training
  - Transformative technologies such as chatbots, AI on the roadmap
  - On-line payment, stop service capability on digital channel
  - Predictive dialers are used to deflect calls during outages
- Challenges
  - Outsourcer needs to provide knowledge-based agents
  - Short-staffed 40 reps at a time handling 6000 interactions a day; 700 emails a data handled by 6 people – long response times via email; 2 people on social (Twitter, Facebook) so customers are not directed to these sites for information
  - Budget for CX is tough during pandemic – biggest challenge
  - Social media strategy does not have a structure yet, but working on a plan
- Opportunities
  - Customers went to social media on their own accord when they couldn't get through on other channels.

SUMMARY & RECOMMENDATIONS

- Recommendations
  - Client is aware of the need to make changes to the contract with the outsourcer so that their partner can better meet the conditions, metrics and obligations agreed on; regulatory issues and knowledge-base are key requirements that must be met.
  - Agent shortages due to COVID-19 are unforeseen circumstances; self-serve should accelerated
  - Chatbots can be used beyond responding to FAQ and routing; they can assist agents with relevant information at their fingertips to deliver quicker and better service.
  - Social media integration could be valuable. Reviews and community forums are important to listen to and obtain feedback.
  - Proactive texts may be a far better approach to notifying people of outages than home phones. Integration with mobile devices will be the key for successful customer care over the next few years.
  - Consider metrics that have a near-term impact on your company. Metrics vary by industry, and some are not meaningful.
  - Email response time must be decreased; customers may use that channel, but they expect quick responses. Automating responses intelligently can be an option when there is budget. Sending a link to a FAQ page within the automated email sent back to customers to inform them that the communication was received may help to resolve some issues with self-serve. This requires a close look at designing an FAQ page that can clearly help resolve issues.
  - Enable digital channels to be more interactive so customers can find answers to problems without having to reach out. Chat is a viable option.

YOUR KEY TAKEAWAYS

- **What did you learn today that has helped you?**
- **What surprised you most about these findings?**

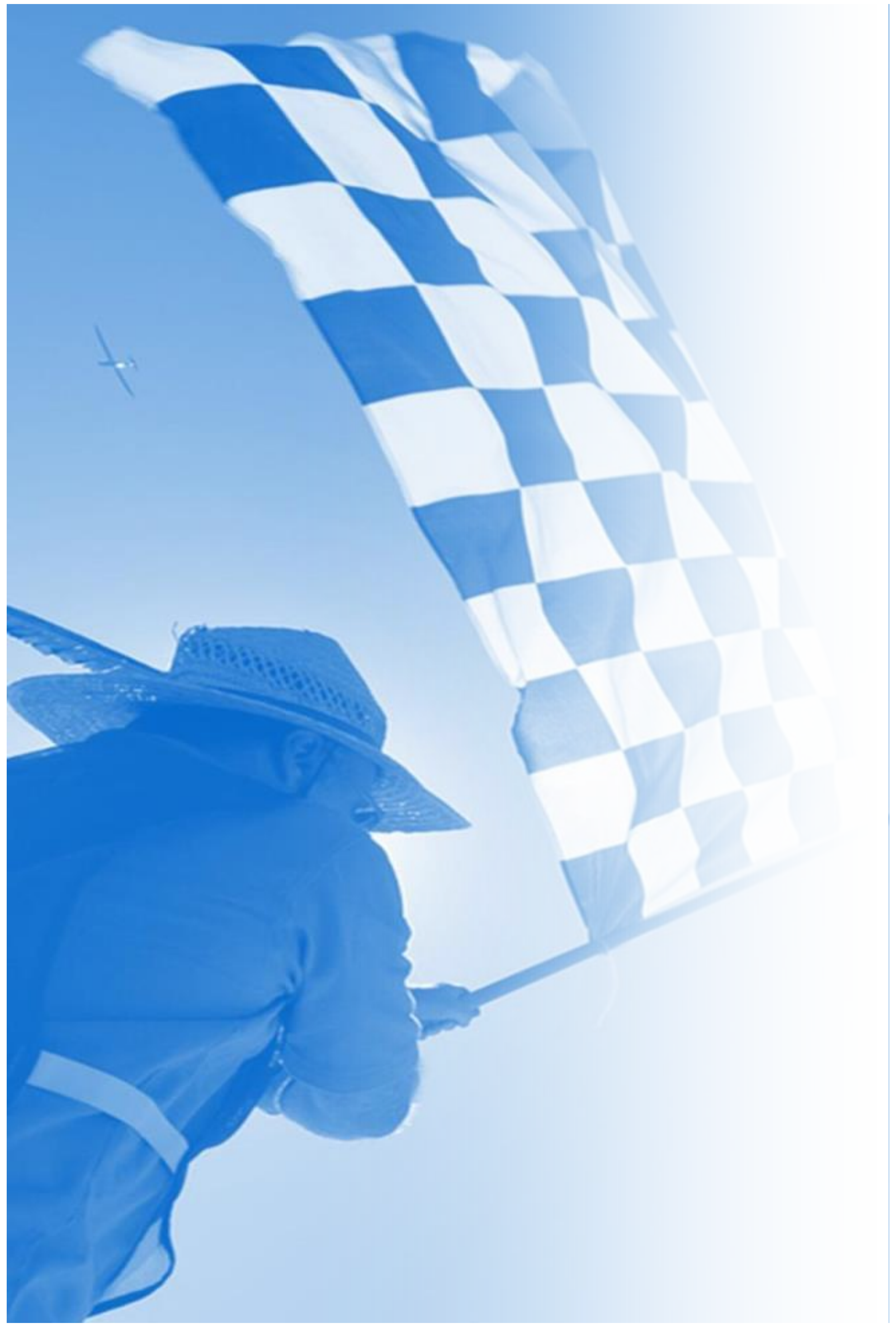
Will you share your feedback in a written testimonial?

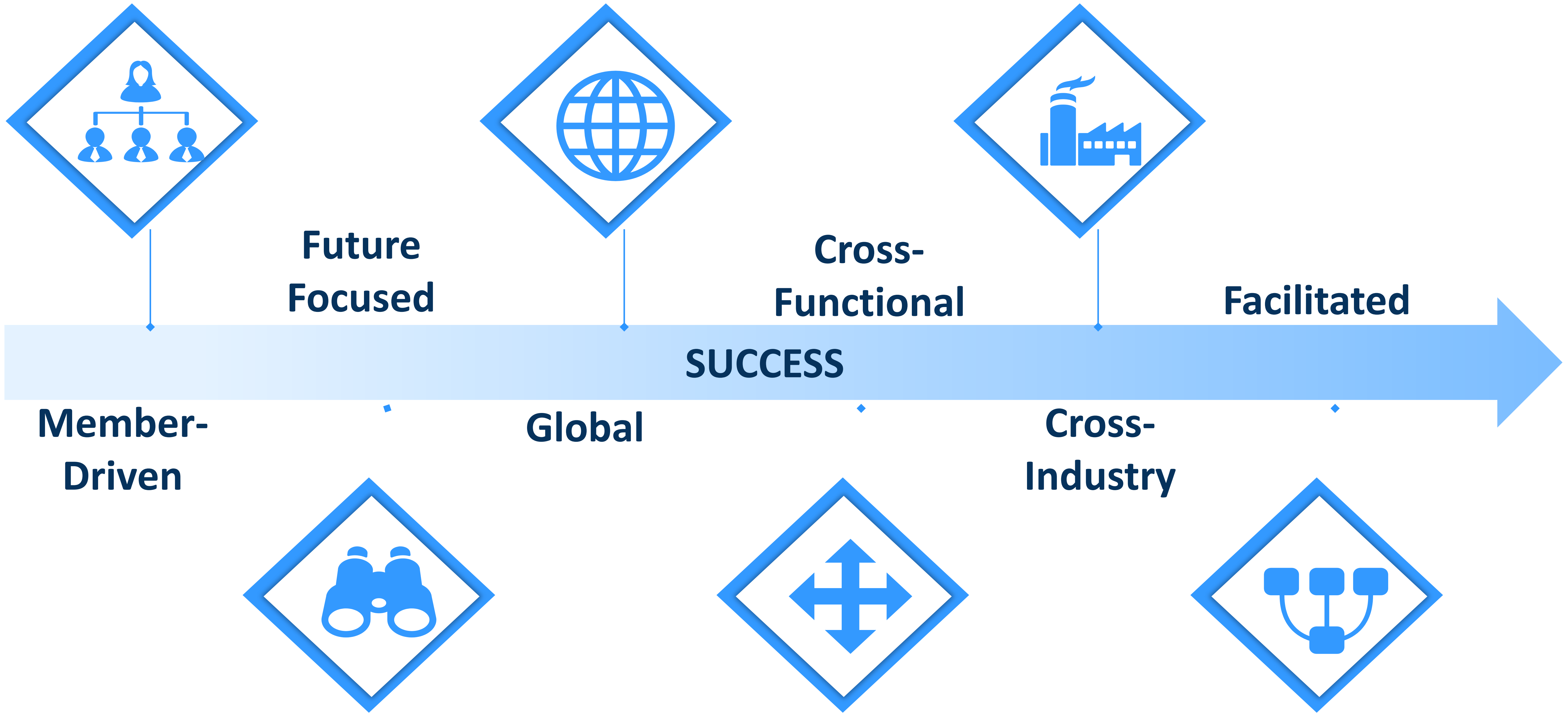
Help us make this report even more powerful by encouraging others to participate.

SECTION 7: NEXT STEPS

CUSTOMER ENGAGEMENT LEADERSHIP COUNCIL

Customer Engagement
Leadership Council
FROST & SULLIVAN





Member-Driven

Future Focused

Global

Cross-Functional

Cross-Industry

Facilitated

SUCCESS

3 CORE PRINCIPLES TO SUCCESS

Member-Driven

Members debate key issues and vote to determine the annual Critical Issues Agenda

Curated Content

Bring a higher level of strategic insights and data to interactions with your C-Suite executive team

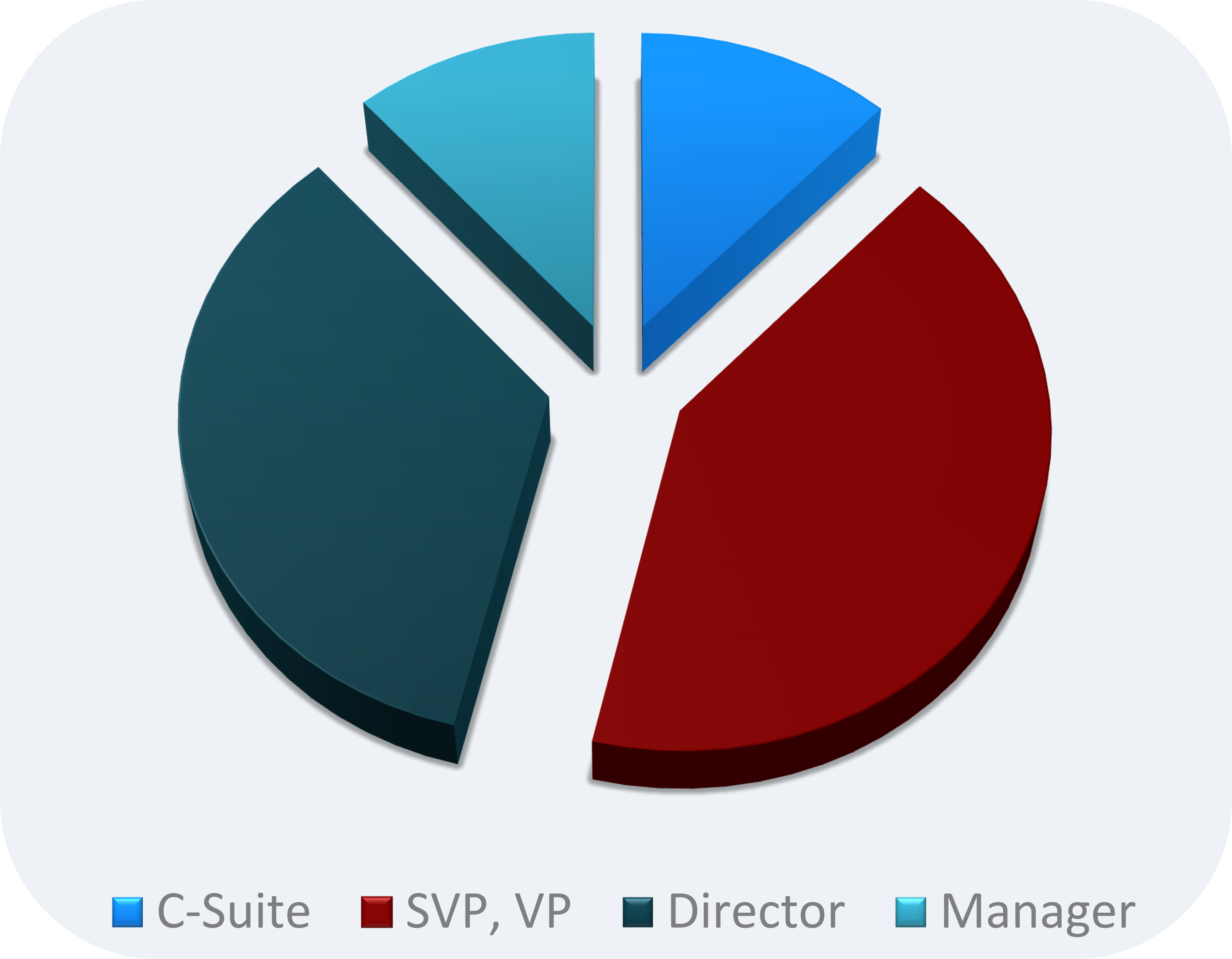
Collaboration

Year-Round opportunities to work together with peers, Frost & Sullivan subject matter experts

CRITICAL ISSUES AGENDA: 2020

- Predictive, Proactive, and Personal Care
- Automation
- Effortless Agent Experience
- Self-Serve
- Operational Efficiency and Effectiveness
- Transformational Talent

WHO ARE OUR MEMBERS



INDUSTRIES REPRESENTED

- Consumer Goods, Services, and Retail
- Financial Services, Banking, and Insurance
- Healthcare, Pharmaceuticals, Biotech
- Industrial, Energy, and Manufacturing
- Information & Communication Technologies
- Travel & Hospitality

FUNCTIONAL ROLES REPRESENTED

- Customer Care
- Customer Channels
- Customer Experience
- Customer Contact Center
- Customer Service
- Marketing
- Operations

Customer Engagement
Leadership Council
FROST & SULLIVAN

FACE TO FACE: LIVE EVENTS IN 2020-2021

April 27 – May 1
May 18 – 22
June 15 – 18
at 11am EDT Daily

WEBINAR WEEK SERIES: CUSTOMER CONTACT

August 17 - 20 at 11am EDT Daily

WEBINAR WEEK SERIES: CUSTOMER ENGAGEMENT

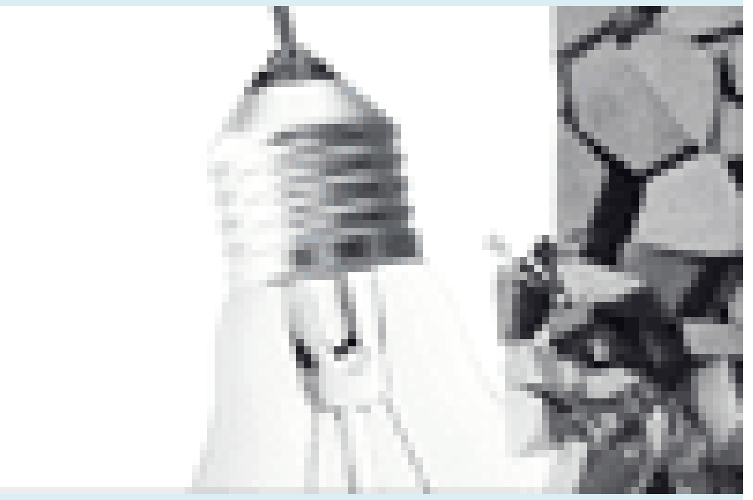
September 22 - 24, 2020

PROVING THAT NETWORKING, COLLABORATION AND COMMUNITY CAN BE FORMED VIRTUALLY!

December 1 - 3, 2020

PROVING THAT NETWORKING, COLLABORATION AND COMMUNITY CAN BE FORMED VIRTUALLY!

October 4-6, 2021 | Doubletree by Hilton San Jose | San Jose, CA



POWERING YOU TO A FUTURE SHAPED BY GROWTH

October 24 - 27, 2021 | JW Marriott Tucson Starr Pass Resort & Spa | Tucson, AZ

CUSTOMER AND EMPLOYEE ENGAGEMENT STRATEGY AND TACTICS IN A PIVOTAL TIME

3 - 5 November 2020 | Sheraton Dubrovnik Riviera Hotel | Croatia

EFFORTLESS AND EFFICIENT EXPERIENCES: A WIN-WIN FOR CUSTOMERS AND THE ORGANISATION

July 12-14, 2021 | Hilton Minneapolis, Minnesota

ACHIEVING ORGANIZATION-WIDE CUSTOMER CENTRICITY

January 19, 2021* | New York City*

ACHIEVING ORGANIZATION-WIDE CUSTOMER CENTRICITY

March 22 – 24, 2021 | Loews Royal Pacific Resort | Orlando, Florida

GENERATE AND ITERATE WITH AGILITY

April 11-14, 2021 | Fort Lauderdale Marriott Harbor Beach Resort & Spa, Florida

EFFORTLESS AND EFFICIENT EXPERIENCES: A WIN-WIN FOR CUSTOMERS AND THE ORGANIZATION

May 13, 2021* | New York City*

Sales Team Accelerator Retreat
S·T·A·R

BUILDING PEAK PERFORMING SALES ORGANIZATIONS

*Date and Location subject to change

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FACE TO FACE: SITE TOURS & ROUNDTABLES

Where We've Been	
Schneider Electric	*Effortless Experience*
KOHL'S	*Omni Channel Customer*
Royal Caribbean International	*Effortless Experience*
Emirates	*Being Human: Making Emotional Connections in a Digital Economy*
sky	*Digital Transformation and the Integration of Digital Channels into the Contact Center*
Go Daddy.com	*Technology & Human Connection*
jetBlue Park	*Customer Service Excellence from a New Perspective*
Hertz	*Effortless Customer Experience*
Bank of America Contact Center	*Effortless Agent Experience*

Florida Blue | intuit | Disney

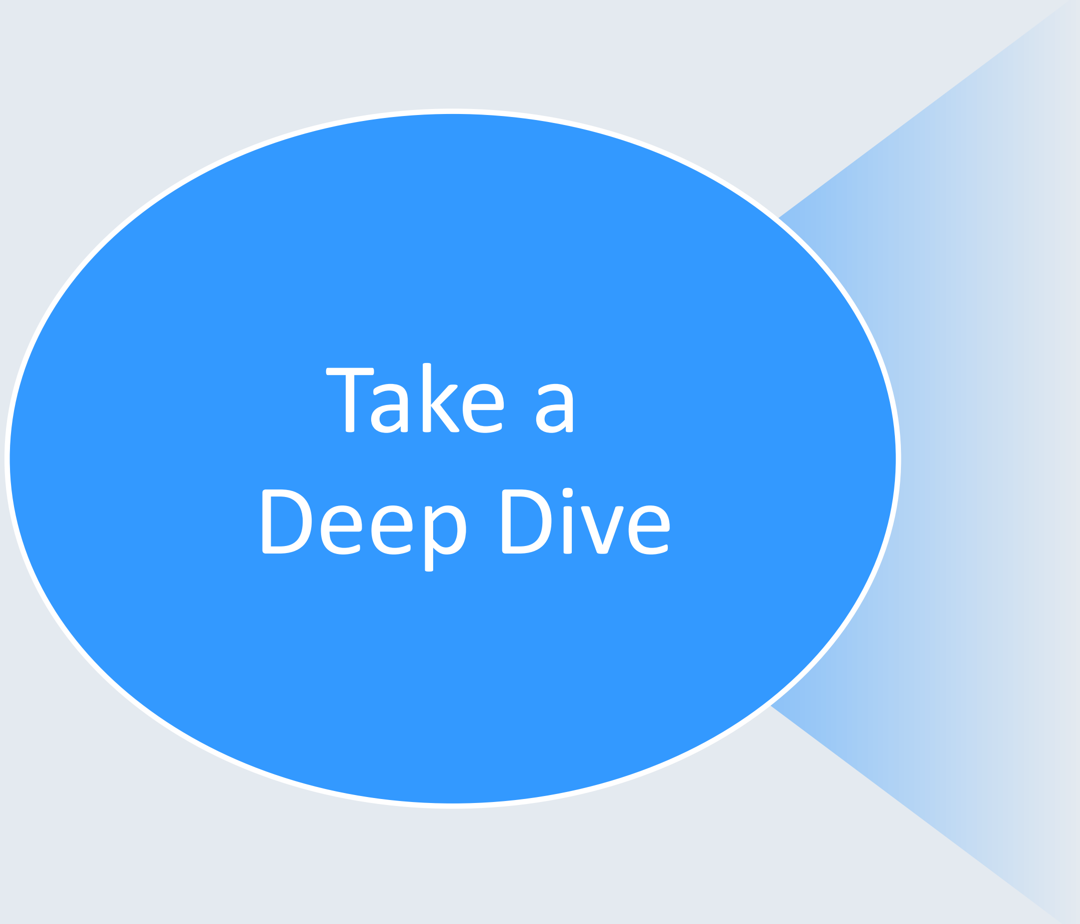
GLOBAL VIRTUAL EXECUTIVE ASSEMBLIES

Facilitated and moderated interactive discussions led by peer expert(s)

Engage in an easily accessible & collegial environment from anywhere in the world

Harness collective knowledge from Council members on member-driven topics aligned with Critical Issues

VIRTUAL DEEP DIVE CALLS



Take a Deep Dive

Hosted by a Frost & Sullivan Analyst/subject matter expert

Analyze critical data insights and information for benchmarking

Gain understanding of cross-industry, global best practices

PREVIOUS DEEP DIVE TOPICS

- **End User Priorities for Customer Engagement, Global**
  Alpa Shah, Vice President of Research, Frost & Sullivan

- **Omni Channel Customer**
  Nancy Jamison, Principal Analyst, ICT, Frost & Sullivan

- **Robotic Process Automation**
  Nancy Jamison, Principal Analyst, ICT Frost & Sullivan

ABOUT THE COUNCIL

"Being a member has helped me professionally. Engaging with other CX leaders I am able to put my own challenges in perspective and help my company see things differently, (both our strengths and our needs for improvement)."

— RAQUEL MCCARTHY, REPLACEMENTS, LTD.

"The Council is truly one of the most valuable organizations I belong to."

— ROBERT GOFOURTH, BLUECROSS BLUESHIELD

"The diverse member community provides first-hand insight into how common problems are solved across multiple industries."

— JERRY L., MEDIA & ENTERTAINMENT COMPANY

Contact Us

Alpa Shah

Global Vice President - Digital Transformation

Frost & Sullivan

Customer Engagement Leadership Council

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