







# 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.**





A photograph of two men in a meeting. The man on the left is in profile, wearing a purple checkered shirt. The man on the right is wearing a light blue shirt and glasses, holding a pen. They are sitting at a wooden table with papers, a white mug, and a smartphone. A semi-transparent blue rectangle covers the lower half of the image, with the word 'AGENDA' in white text on the left side.

# AGENDA



# TODAY'S AGENDA



Customer Engagement  
Leadership Council  
FROST & SULLIVAN

INTRODUCTION



CONTACT CENTER TRENDS

SECTION 1



RESPONDENTS PROFILE

SECTION 2



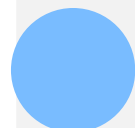
CONTACT CENTER MODELS

SECTION 3



CONTACT CENTER PERFORMANCE METRICS

SECTION 4



CONTACT CENTER AGENT SATISFACTION

SECTION 5



SUMMARY & RECOMMENDATIONS

SECTION 6



NEXT STEPS





Customer Engagement  
Leadership Council  
ROBERT & SULLIVAN

# INTRODUCTION: CONTACT CENTER TRENDS



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# 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



Percent of Survey

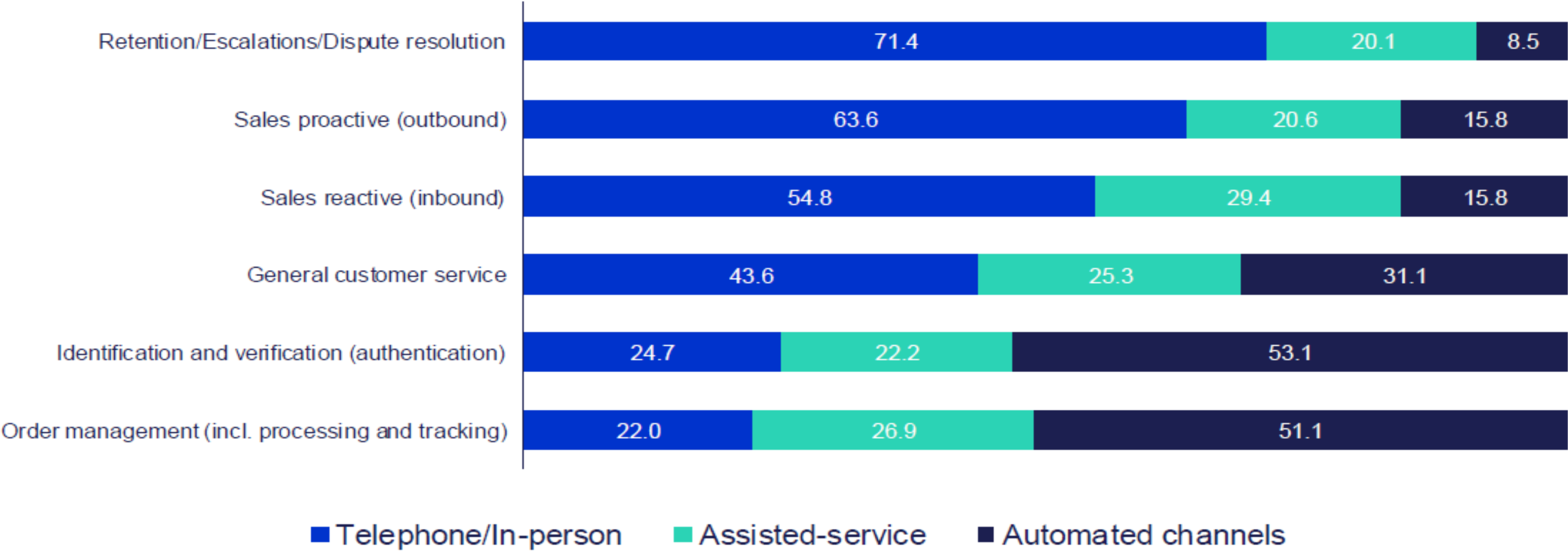
Source: Frost & Sullivan



# CHANNEL PREFERENCES BY ENQUIRY TYPE

**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



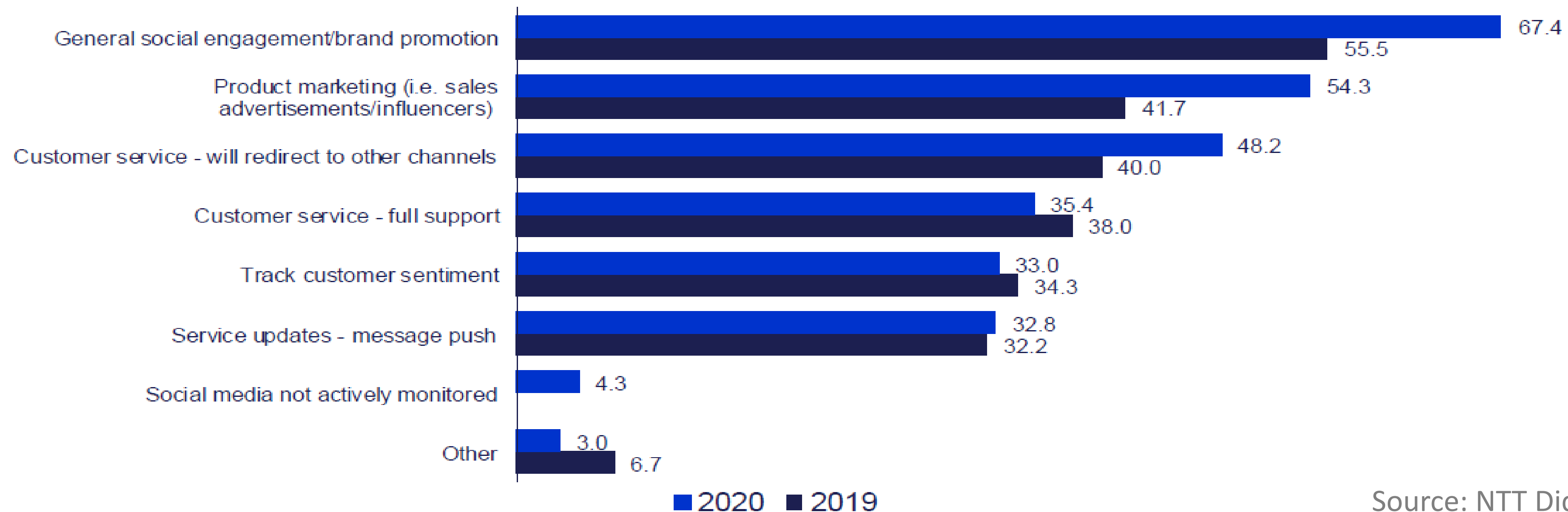
What is your preferred contact channel solution to support the following CX needs? n=748



# 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%**



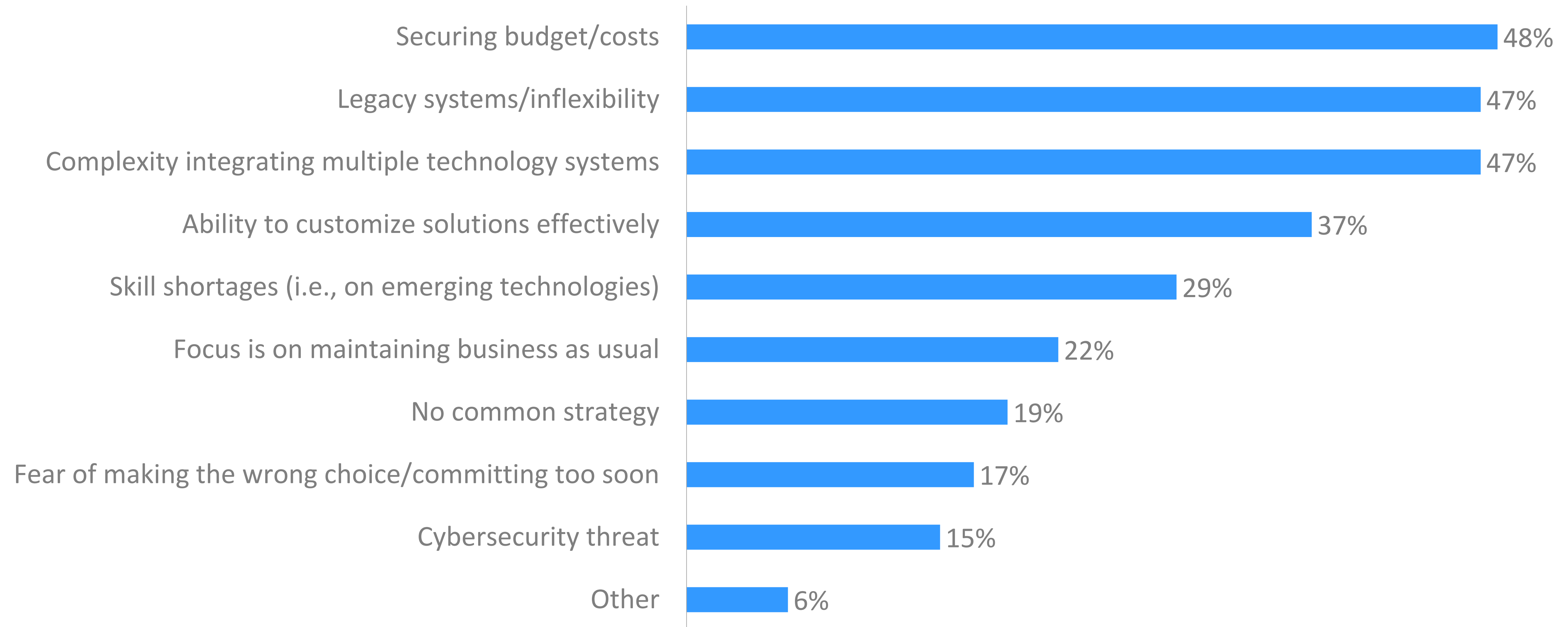
Source: NTT Didata



# CX INVESTMENT CHALLENGES

What are the main challenges inhibiting your CX technology strategy?

→ N= 572





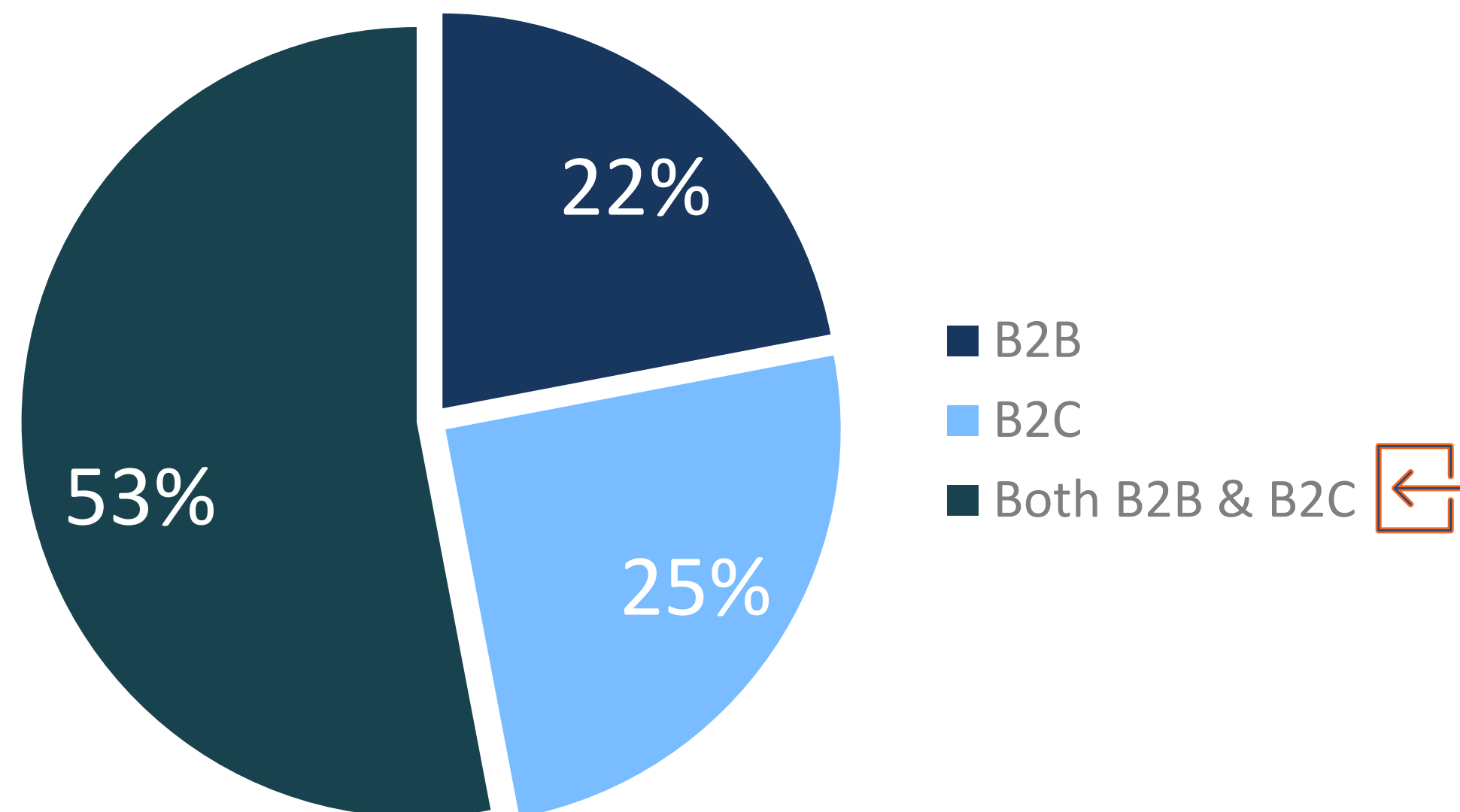


# SECTION 1: RESPONDENTS PROFILE

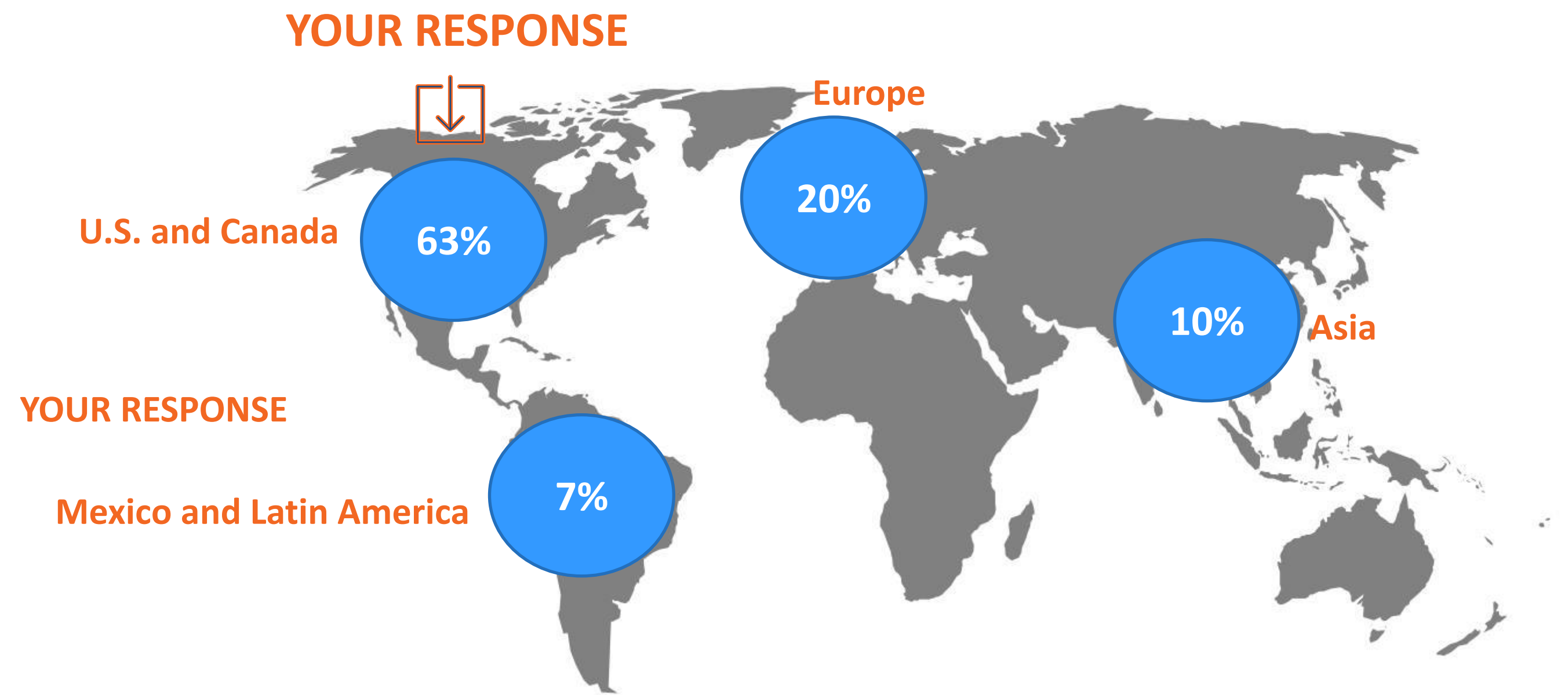


# INTRODUCTION: RESPONDENTS PROFILE

Which of the following describes your organization?



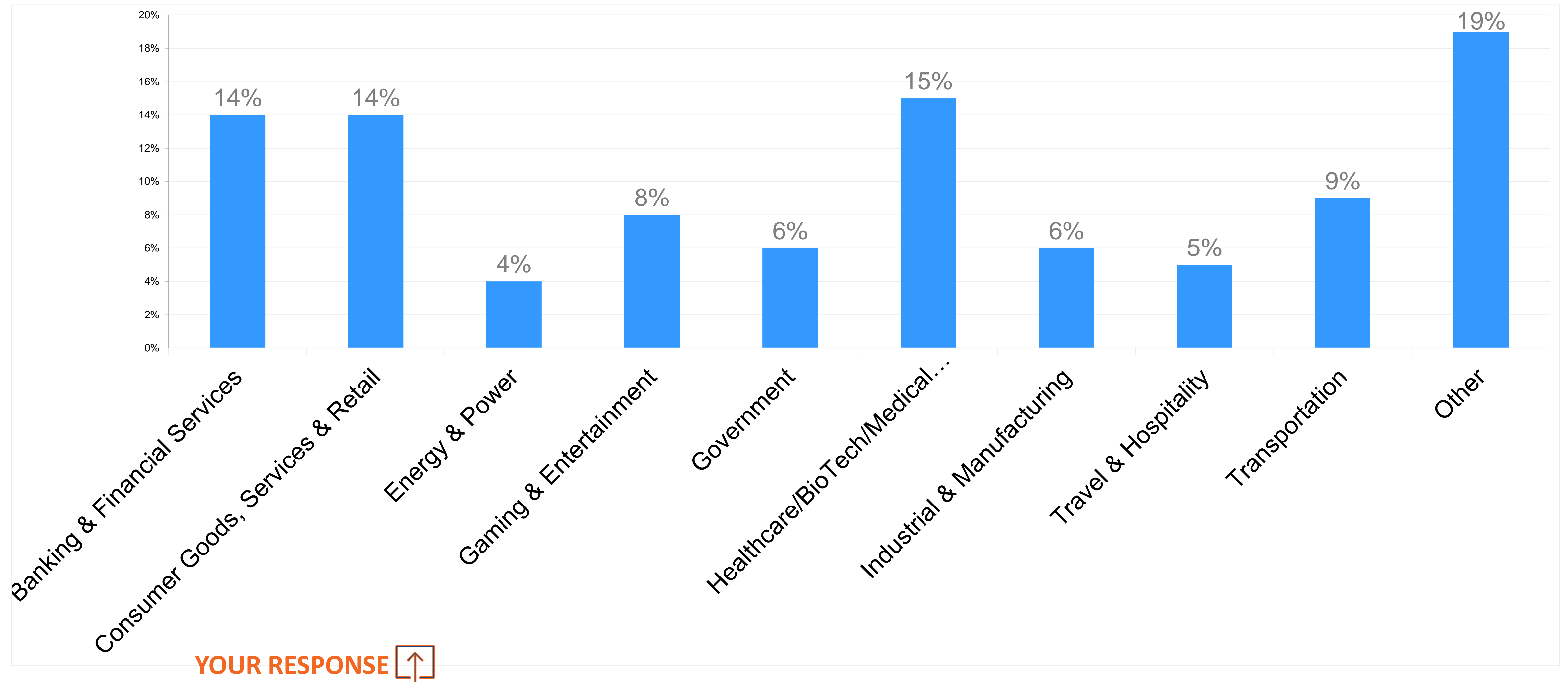
In which region are most of your contact center/customer care operations located?





# INTRODUCTION: RESPONDENTS PROFILE

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

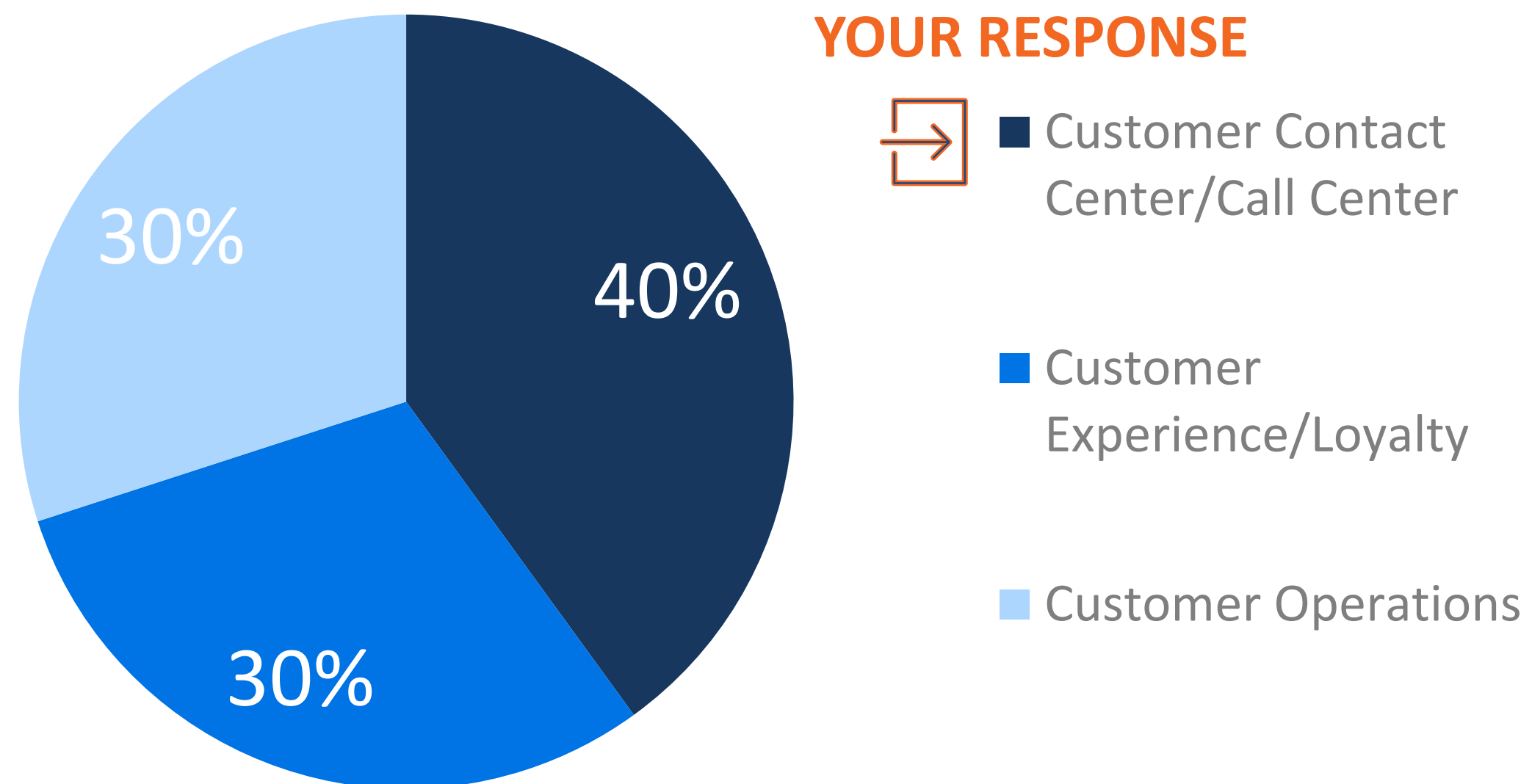




# INTRODUCTION: COMPANY PROFILES

*We asked: What is your area of responsibility?*

## Areas of Responsibility





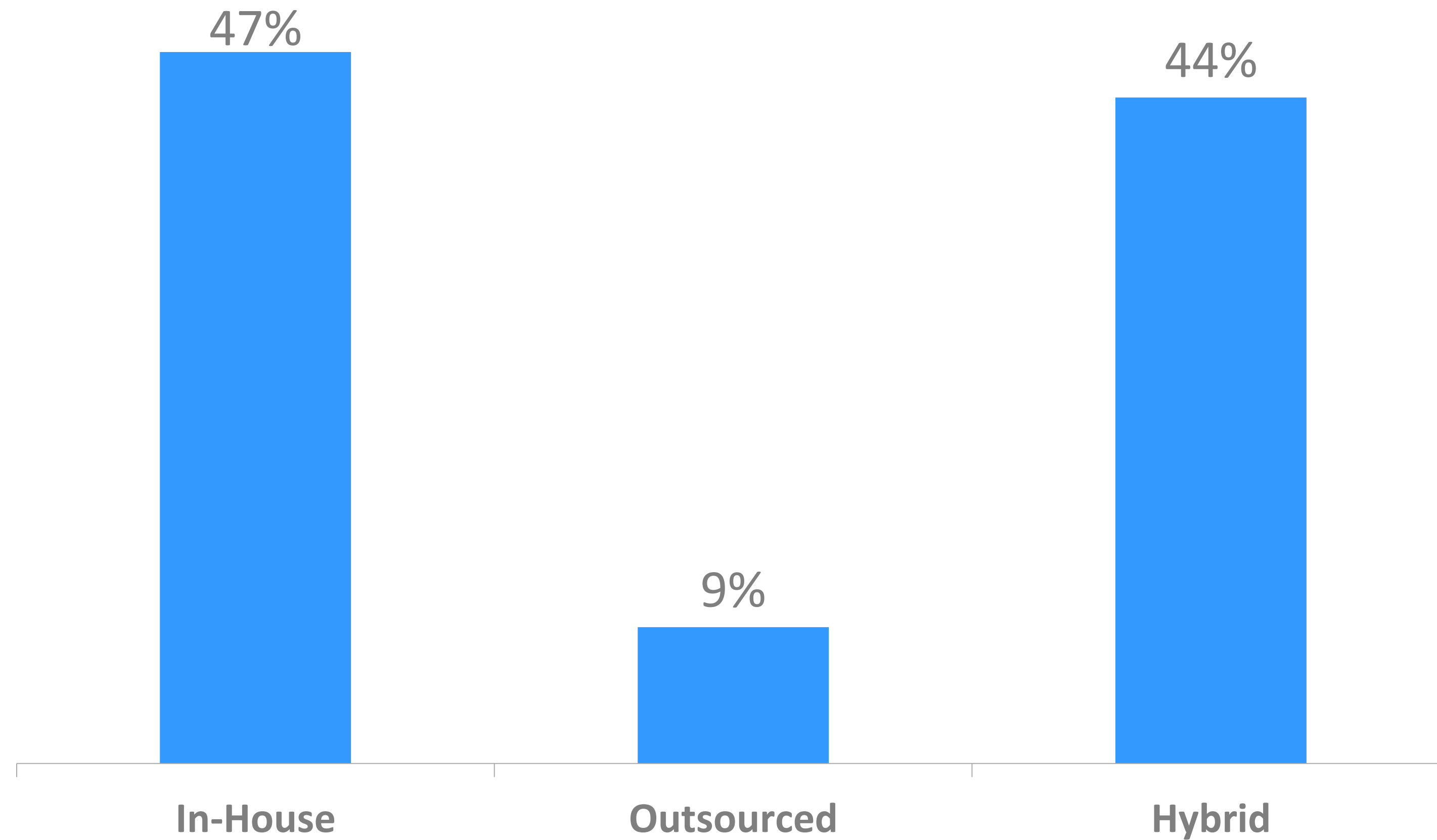


# SECTION 1: CONTACT CENTER MODELS



# CONTACT CENTER MODELS

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



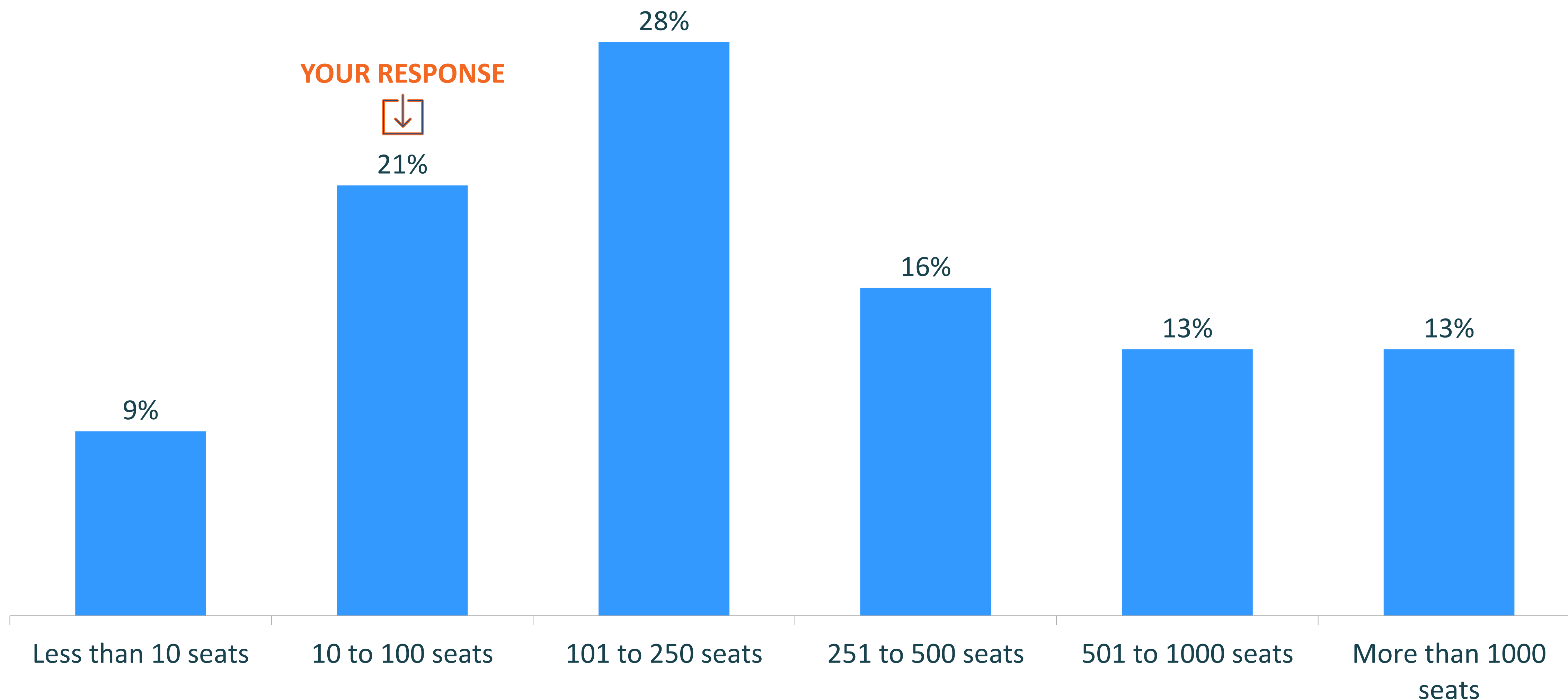
YOUR RESPONSE 





# 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



A photograph of three business professionals in an office setting. On the left, a man with short brown hair, wearing a dark blue blazer over a light blue shirt, is looking towards the center. In the middle, a woman with dark, curly hair, wearing a light blue button-down shirt, is smiling and looking towards the right. On the right, a man with short dark hair, wearing a light blue striped button-down shirt, is smiling and looking towards the center. They appear to be in a collaborative meeting. A semi-transparent blue banner is overlaid across the middle of the image, containing the section title in white text.

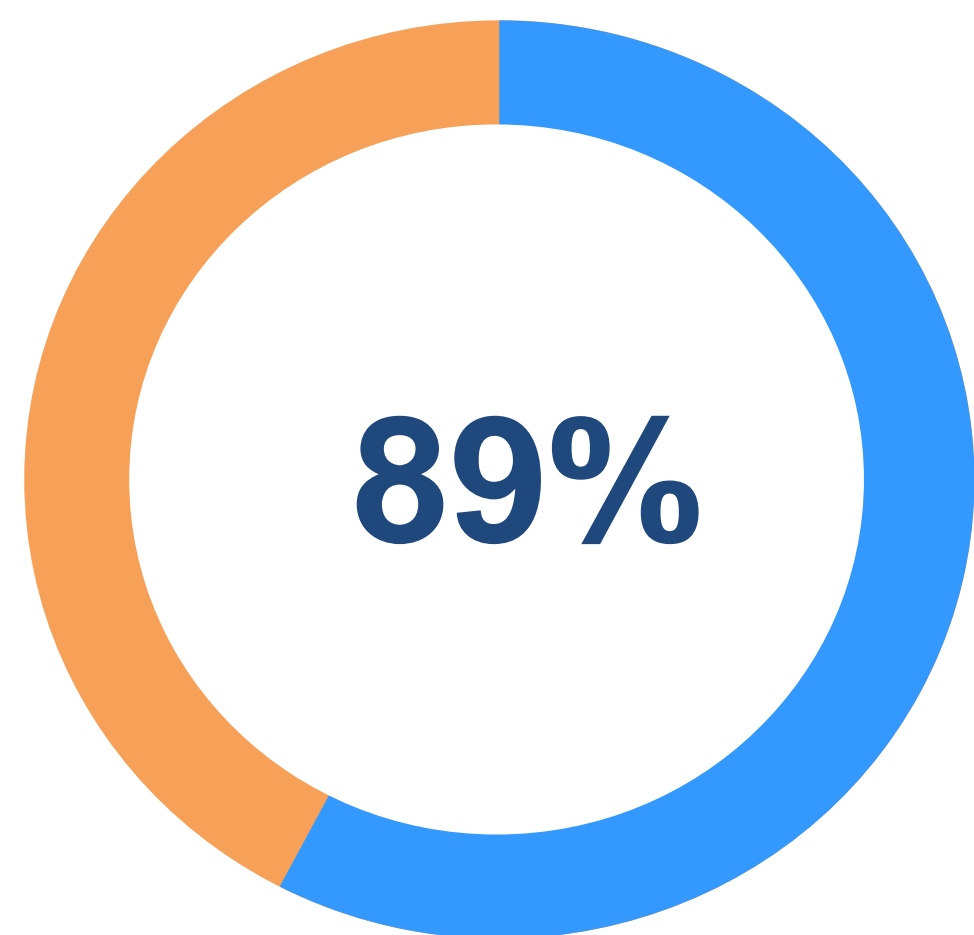
## SECTION 2: PERFORMANCE METRICS





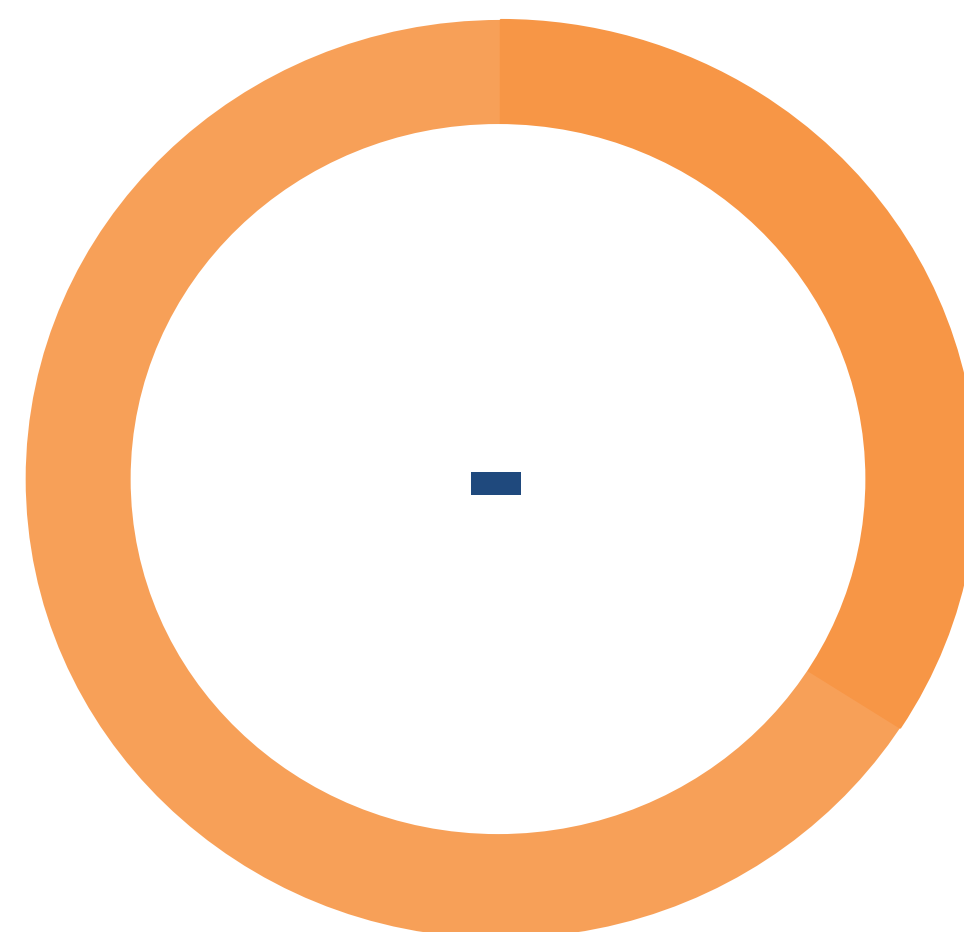
# CALL RESOLUTION RATE

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

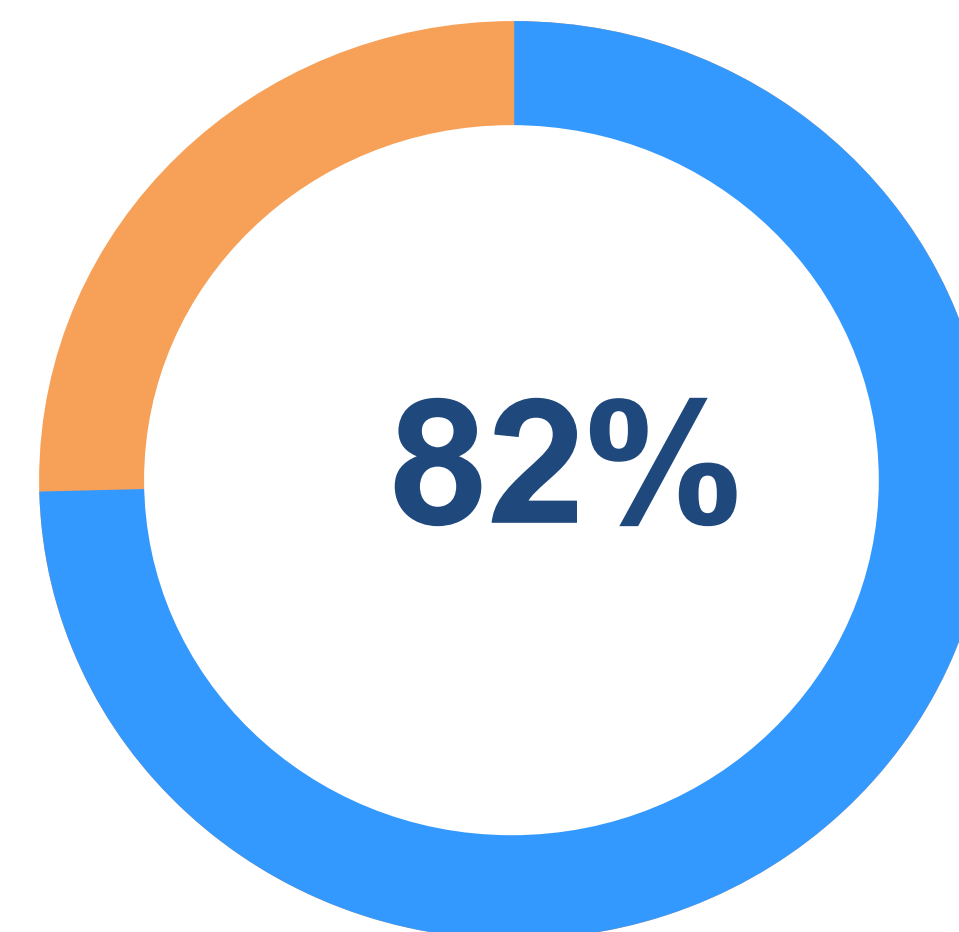


**Benchmark**

**Overall Contact Center  
Resolution Rate**

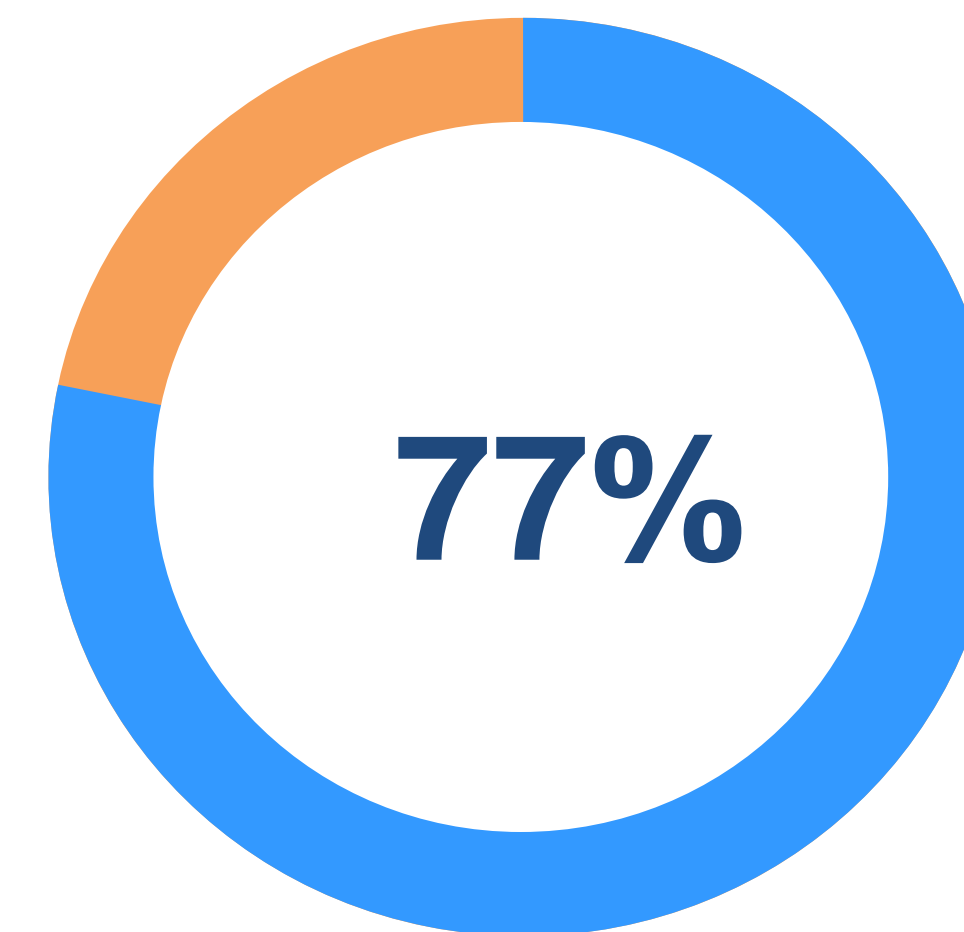


**NO RESPONSE**



**Benchmark**

**First Call Resolution Rate**



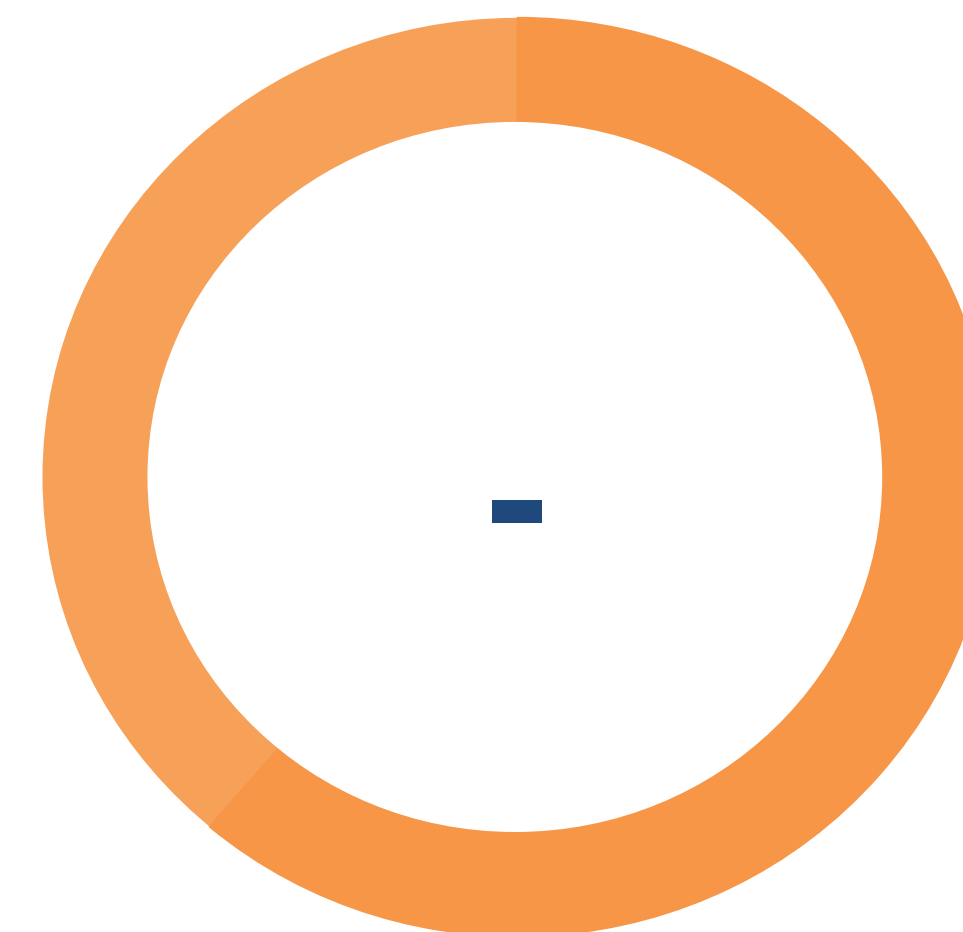
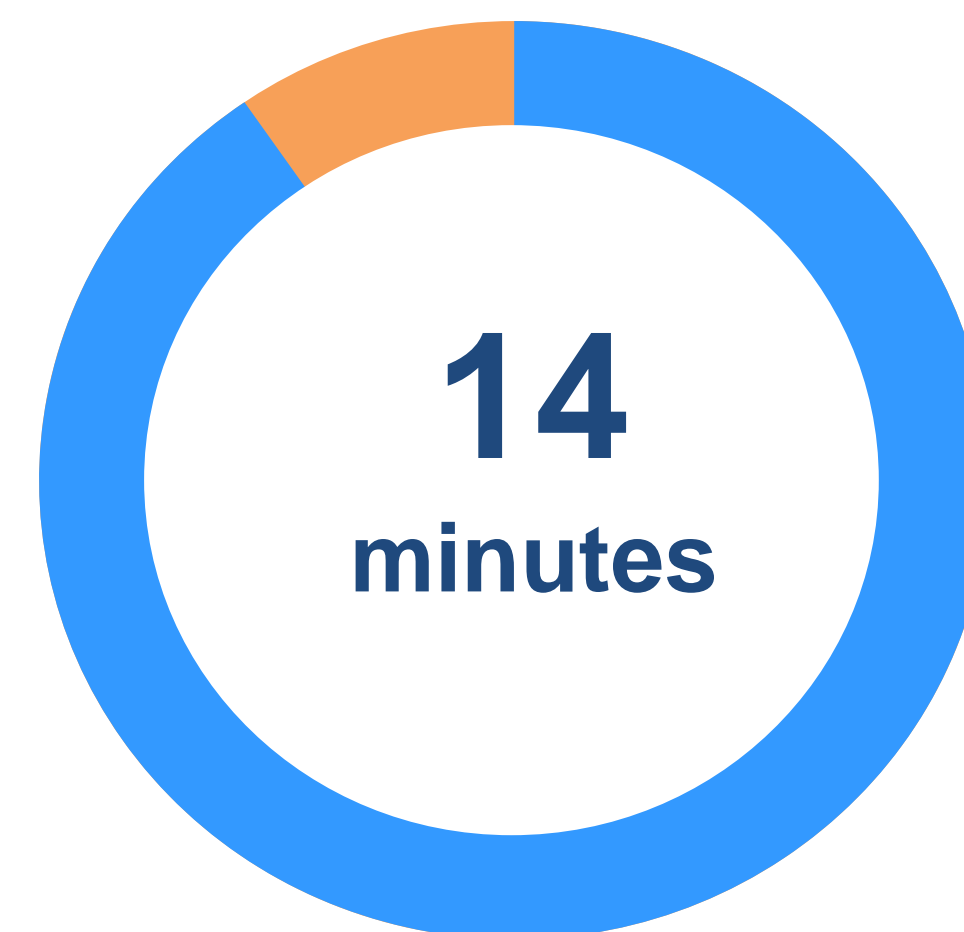
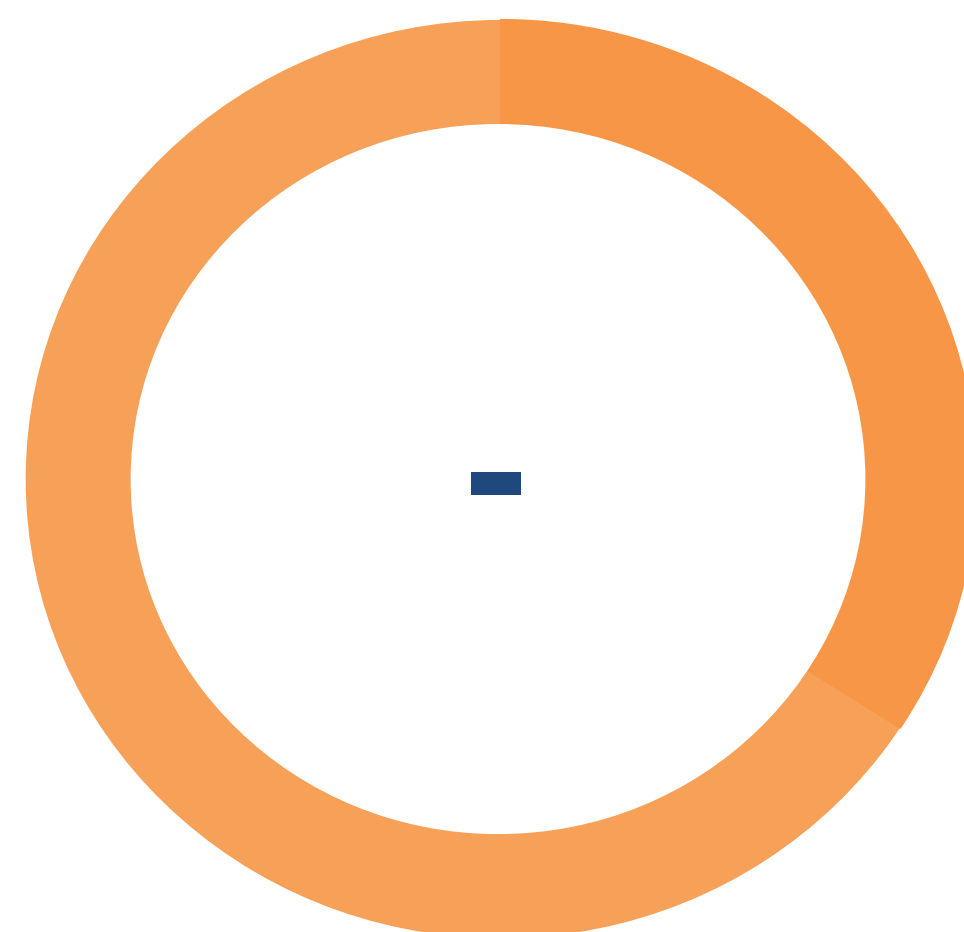
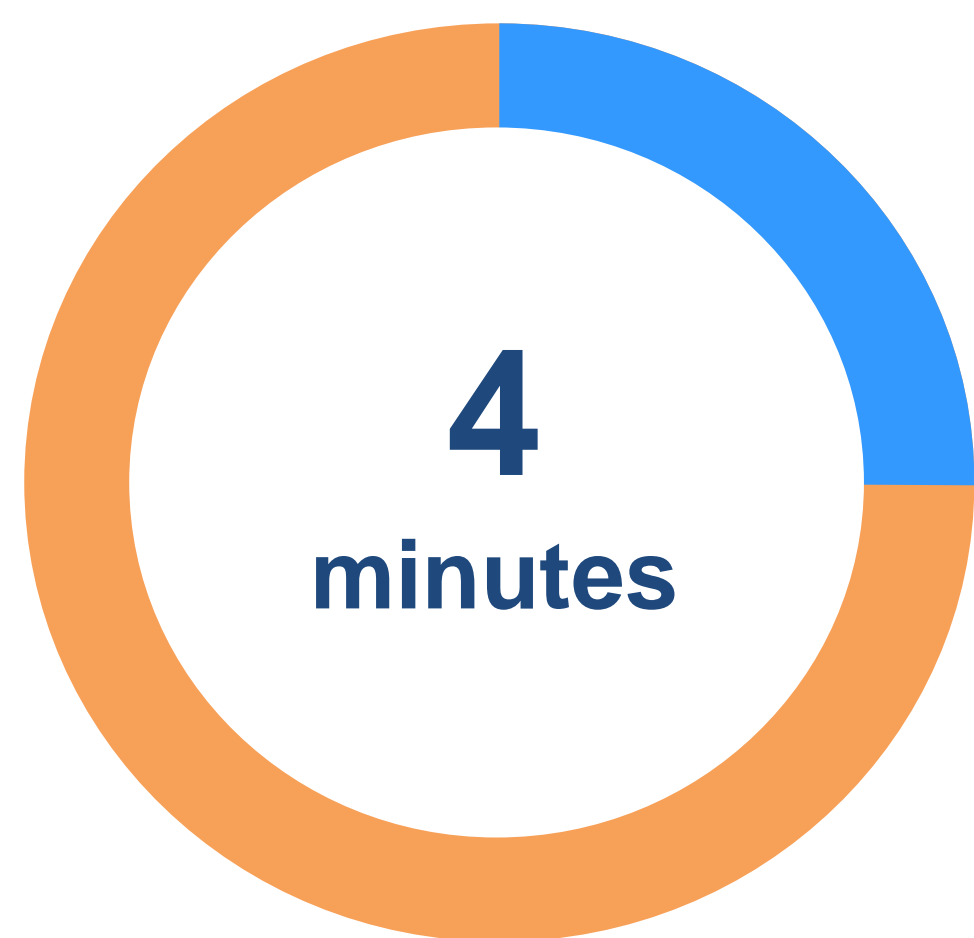
**YOUR RESPONSE**





# 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)

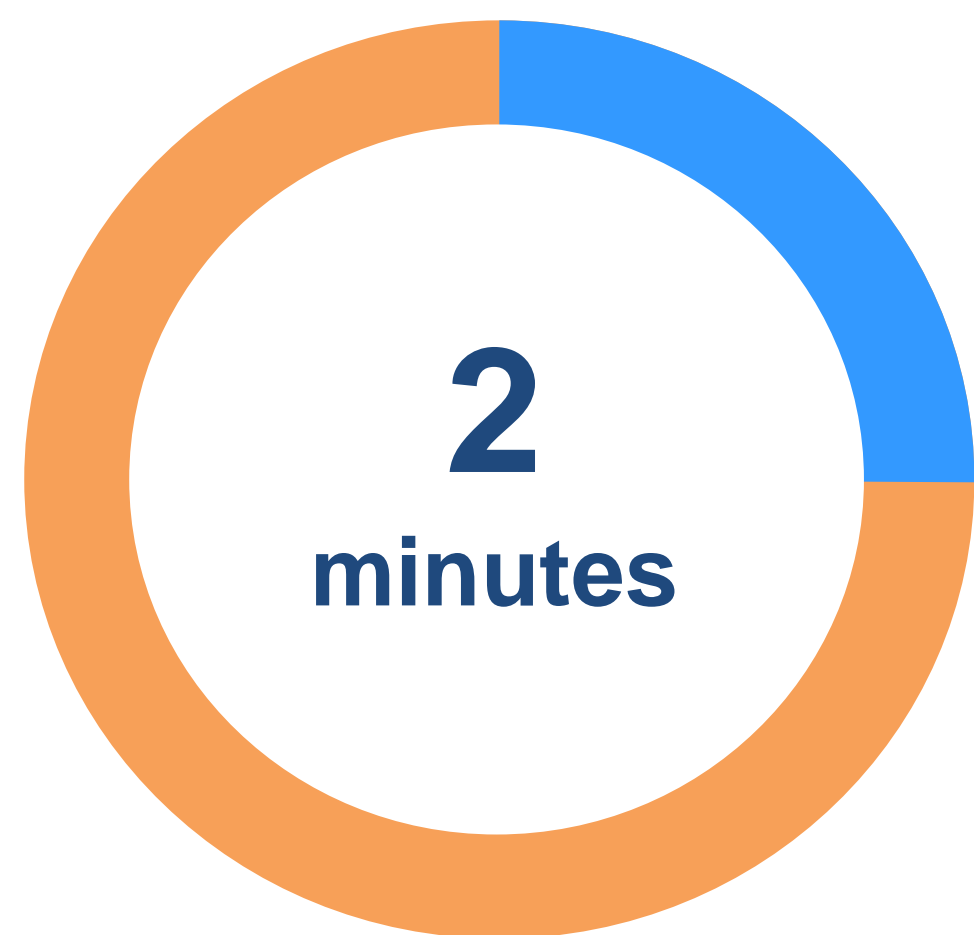
**NO RESPONSE**



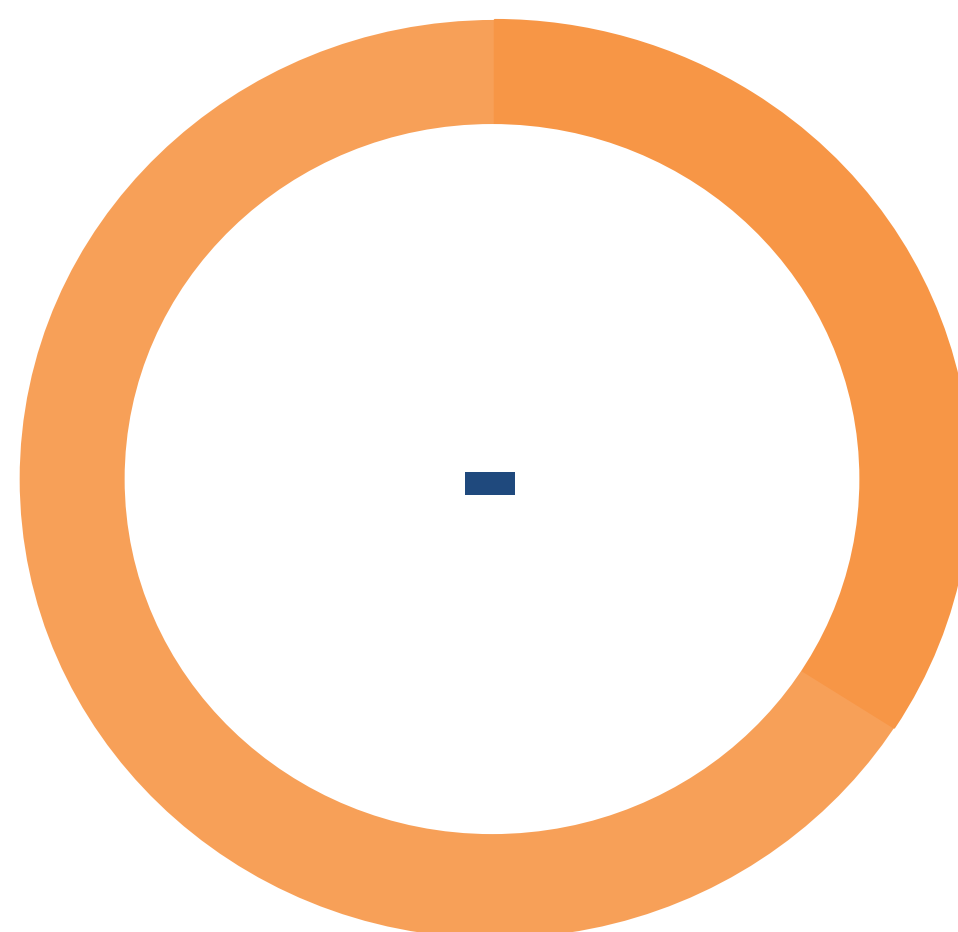


# PERFORMANCE METRICS: VOICE

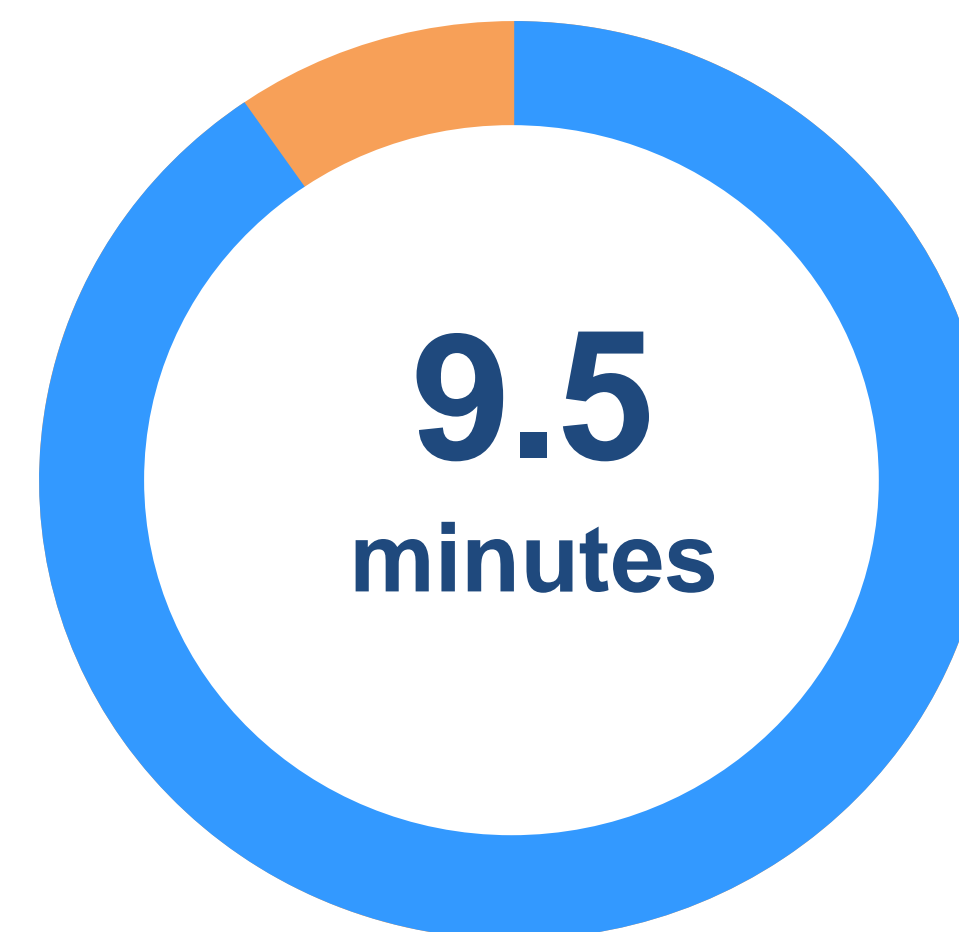
We asked: What are your Contact Center's Average Reply and Handle Times (by Channel)?



**Benchmark**  
Average **Reply** Time  
(Minutes)



**NO RESPONSE**



**Benchmark**  
Average **Handle** Time  
(Minutes)



**YOUR RESPONSE**





# PERFORMANCE METRICS: EMAIL

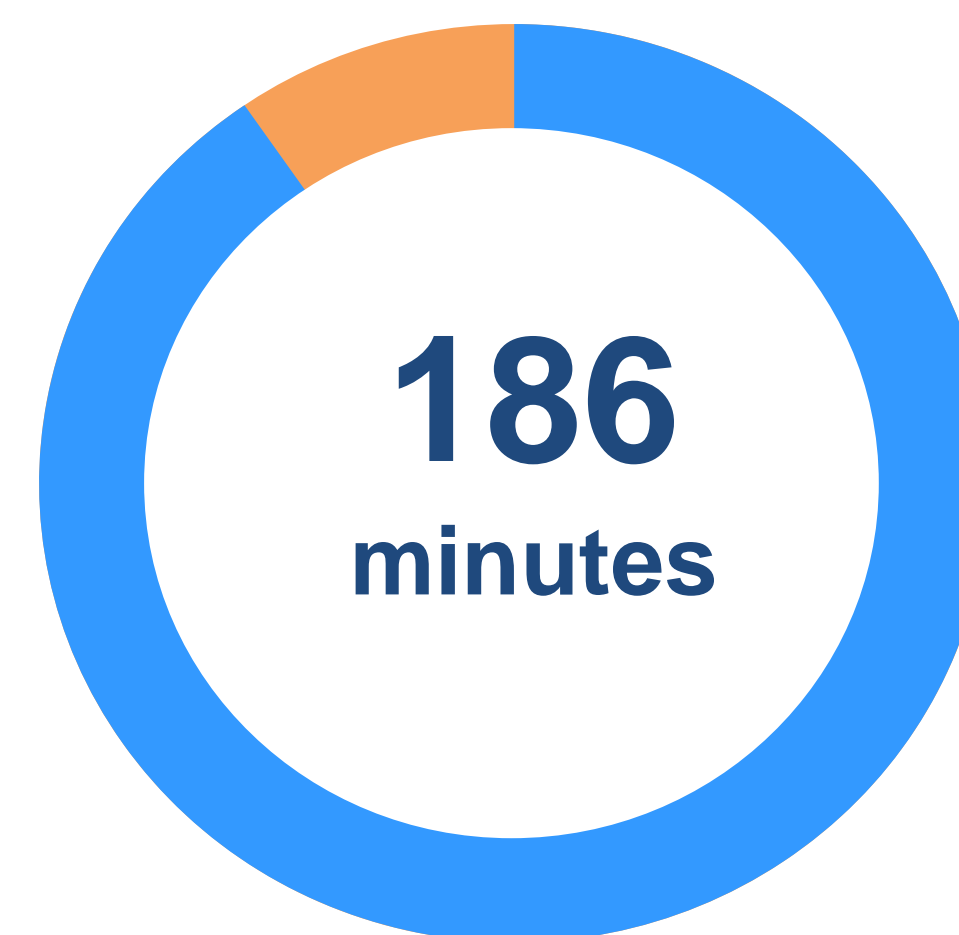
We asked: What are your Contact Center's Average Reply and Handle Times (by Channel)?



**Benchmark**  
Average **Reply** Time  
(Minutes)



**YOUR RESPONSE**



**Benchmark**  
Average **Handle** Time  
(Minutes)



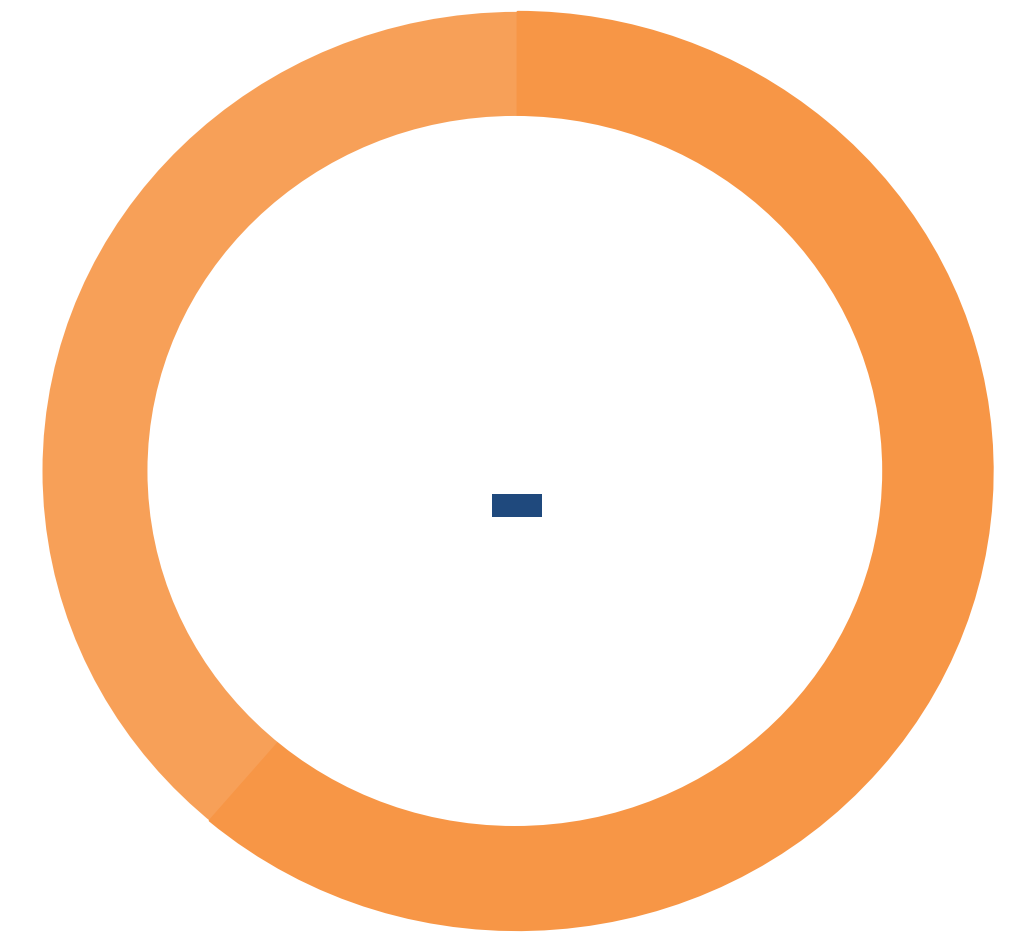
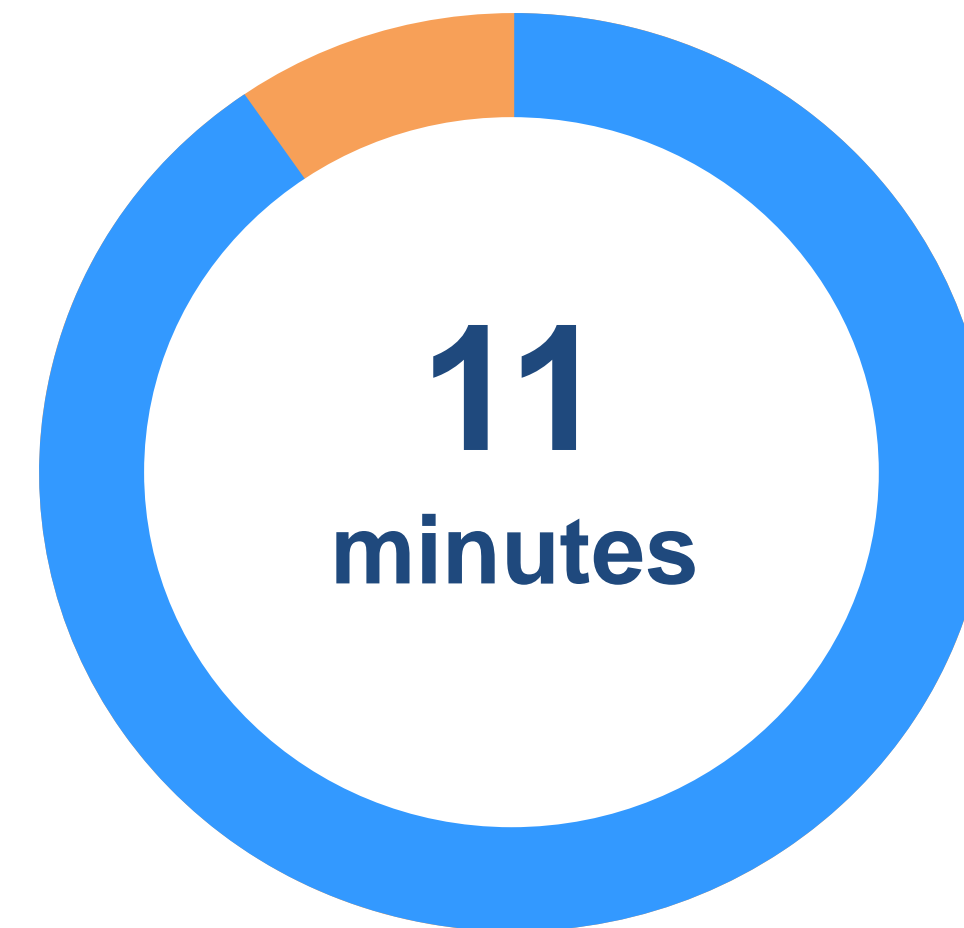
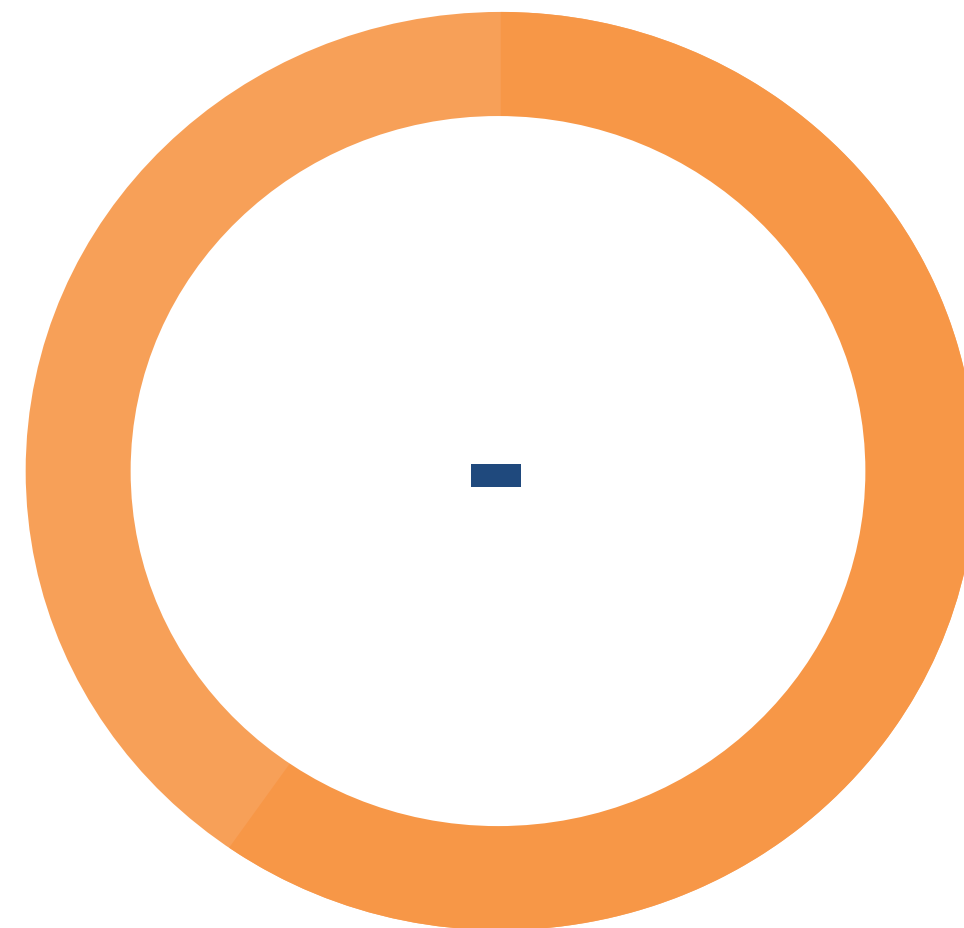
**YOUR RESPONSE**





# 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**



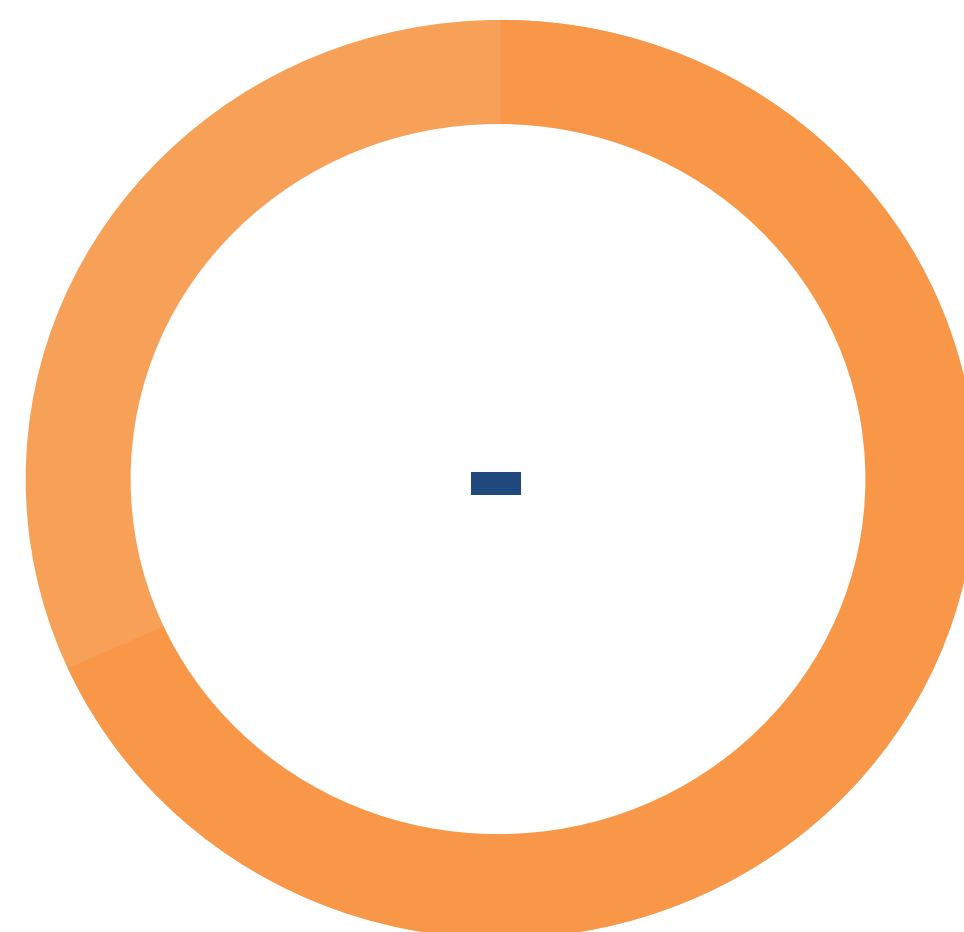


# PERFORMANCE METRICS: SOCIAL MEDIA

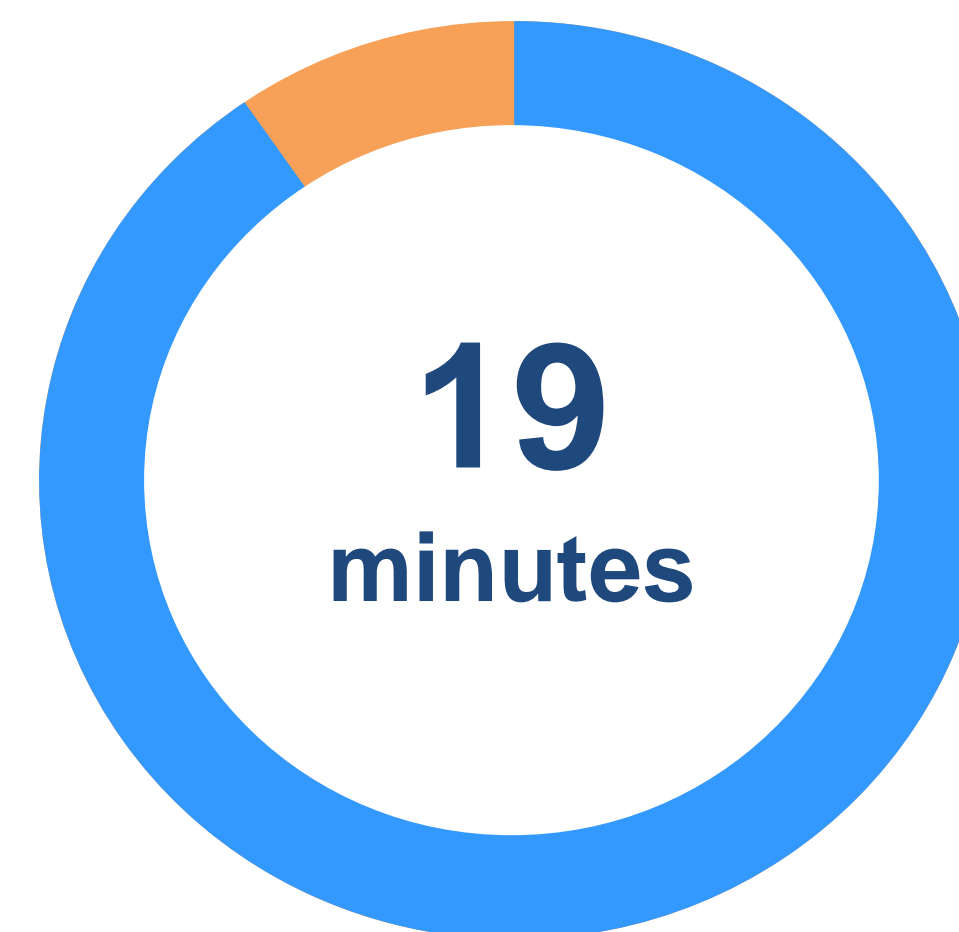
We asked: What are your Contact Center's Average Reply and Handle Times (by Channel)?



**Benchmark**  
Average **Reply** Time  
(Minutes)



**NO RESPONSE**



**Benchmark**  
Average **Handle** Time  
(Minutes)



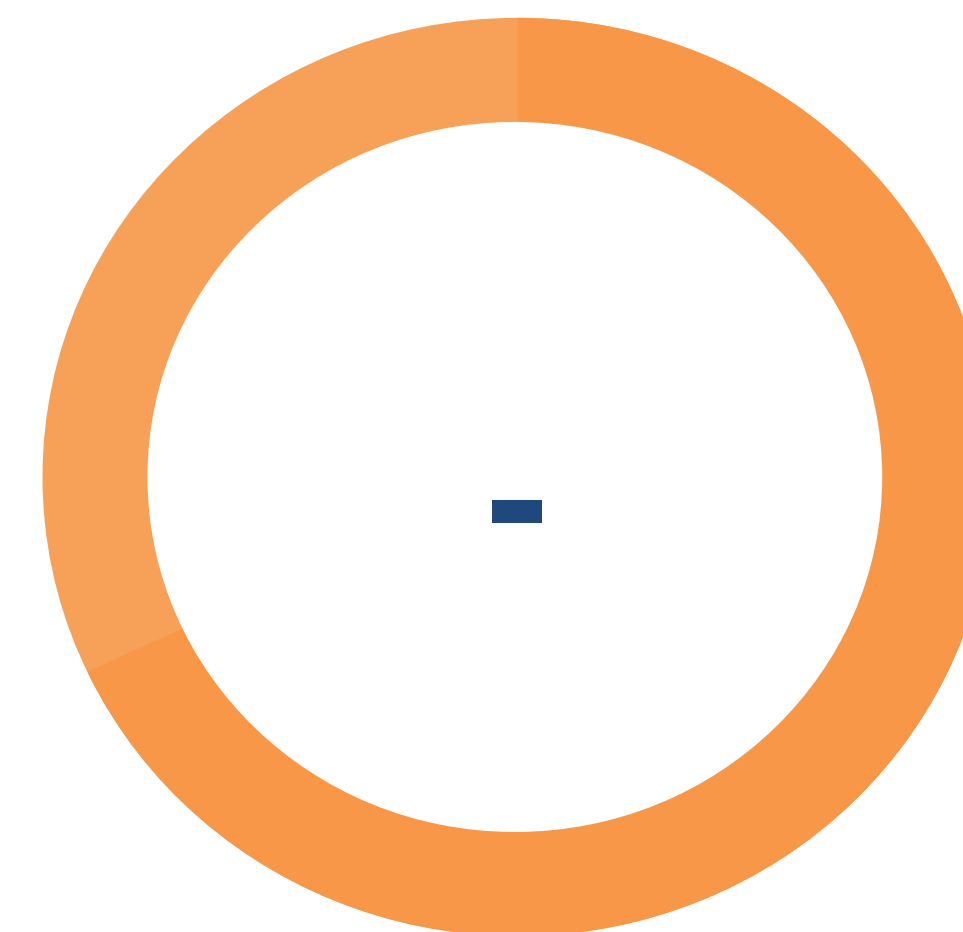
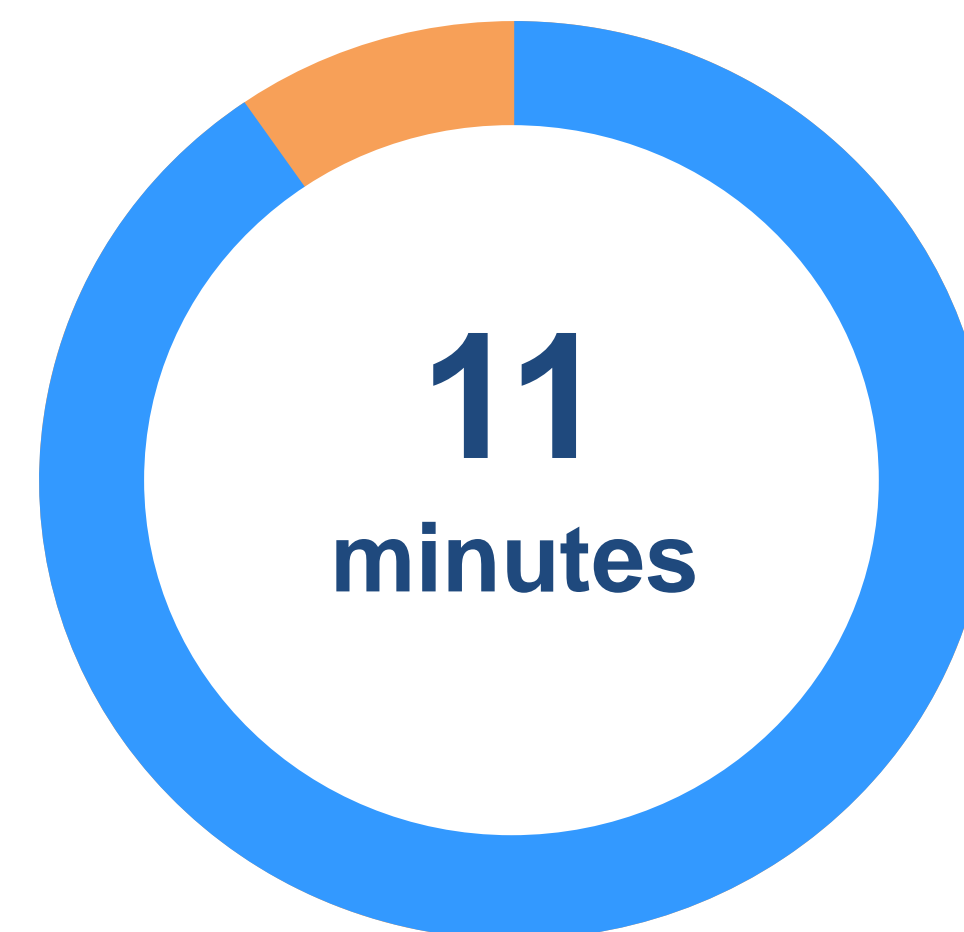
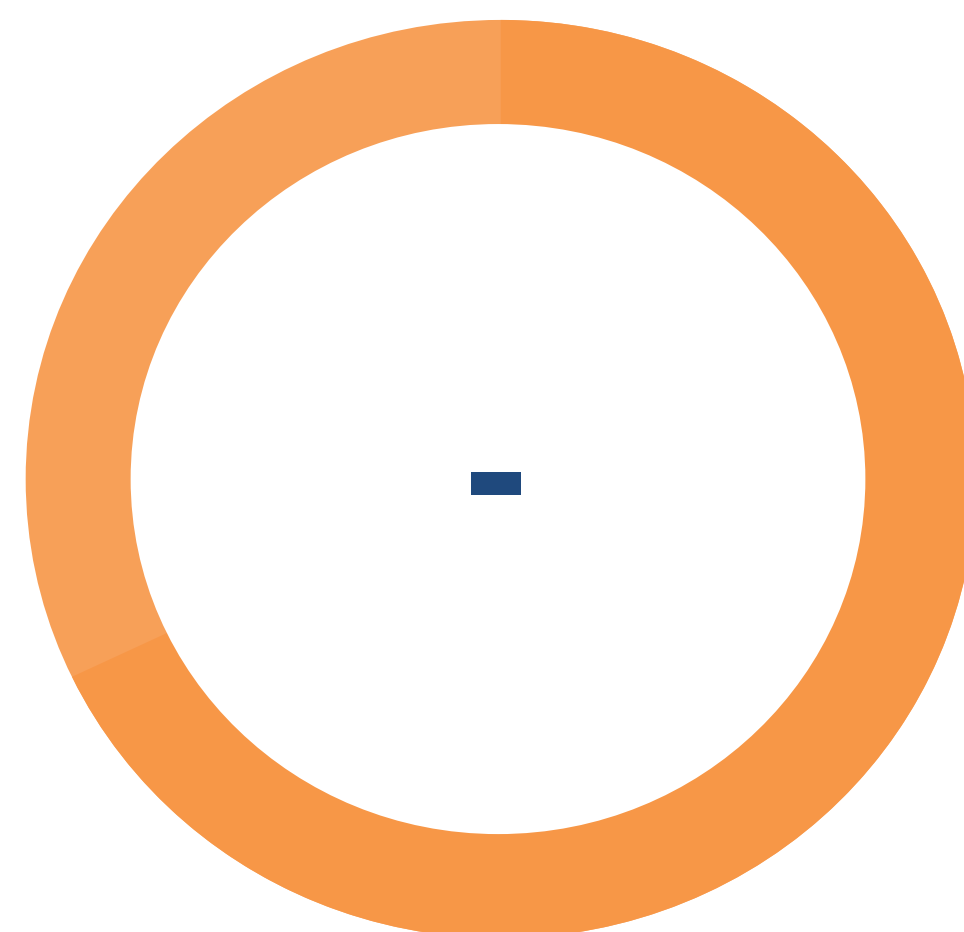
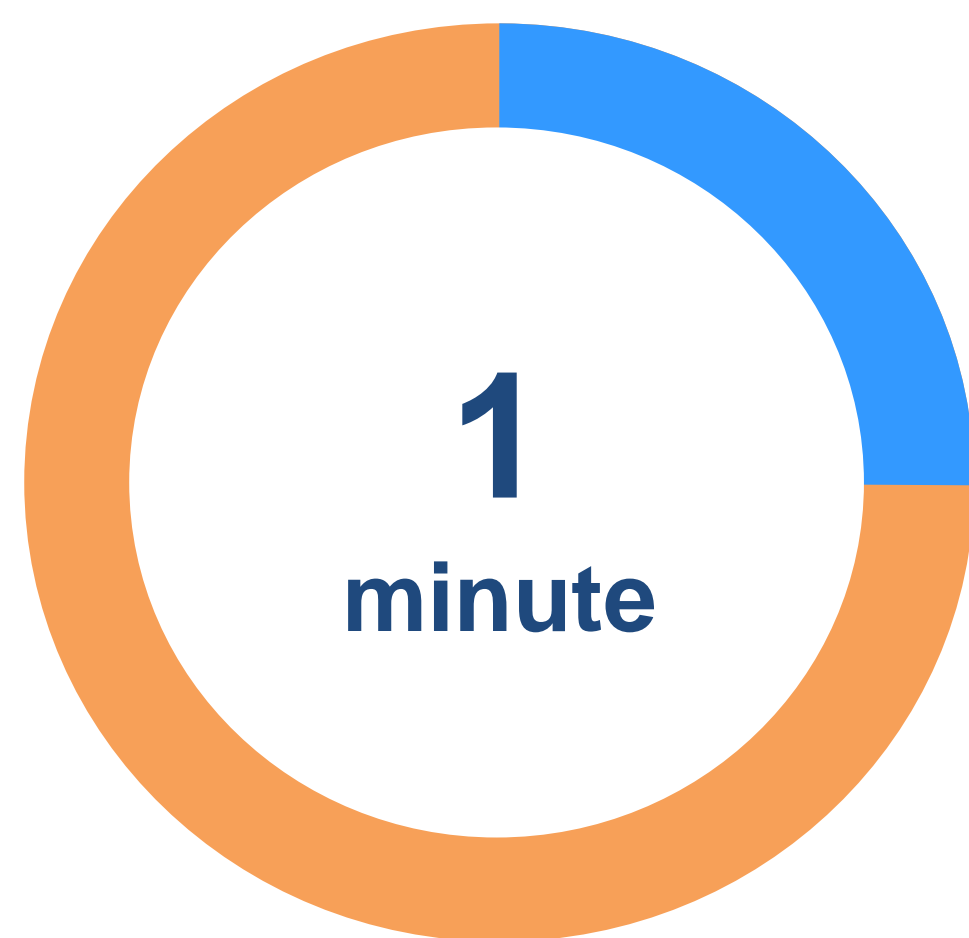
**YOUR RESPONSE**





# 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**

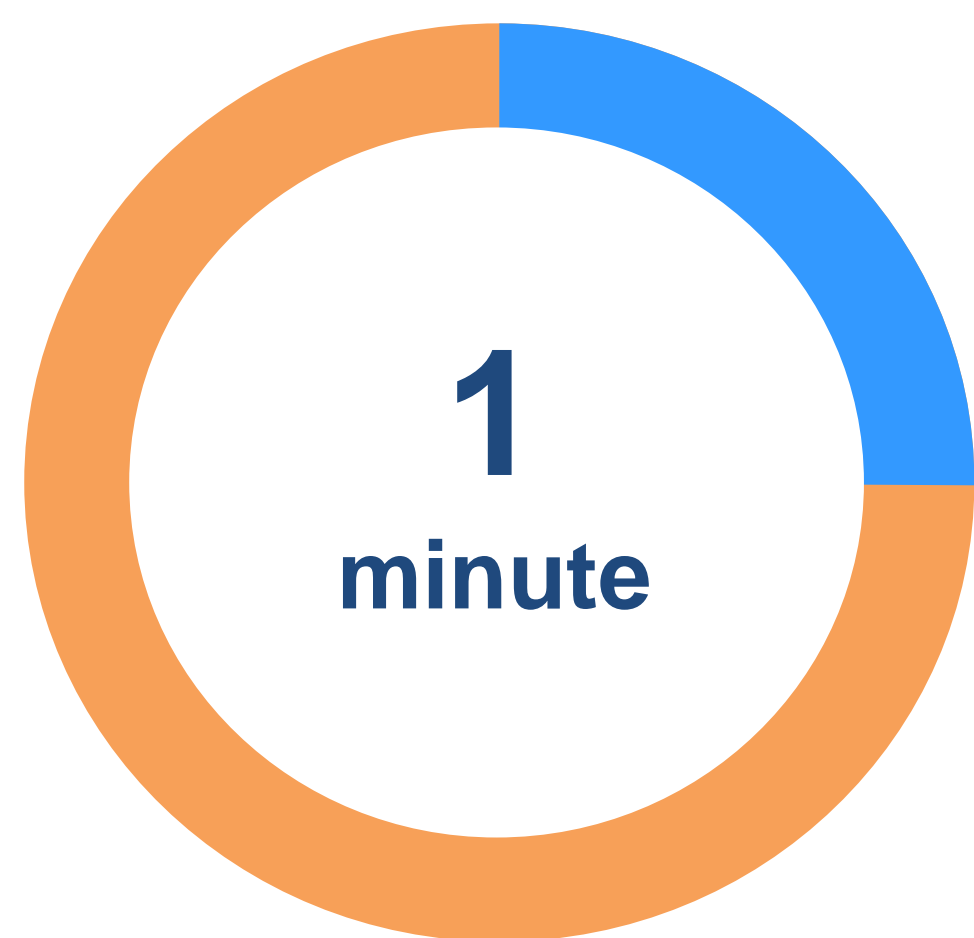
**Benchmark**  
Average **Handle** Time  
(Minutes)

**NO RESPONSE**

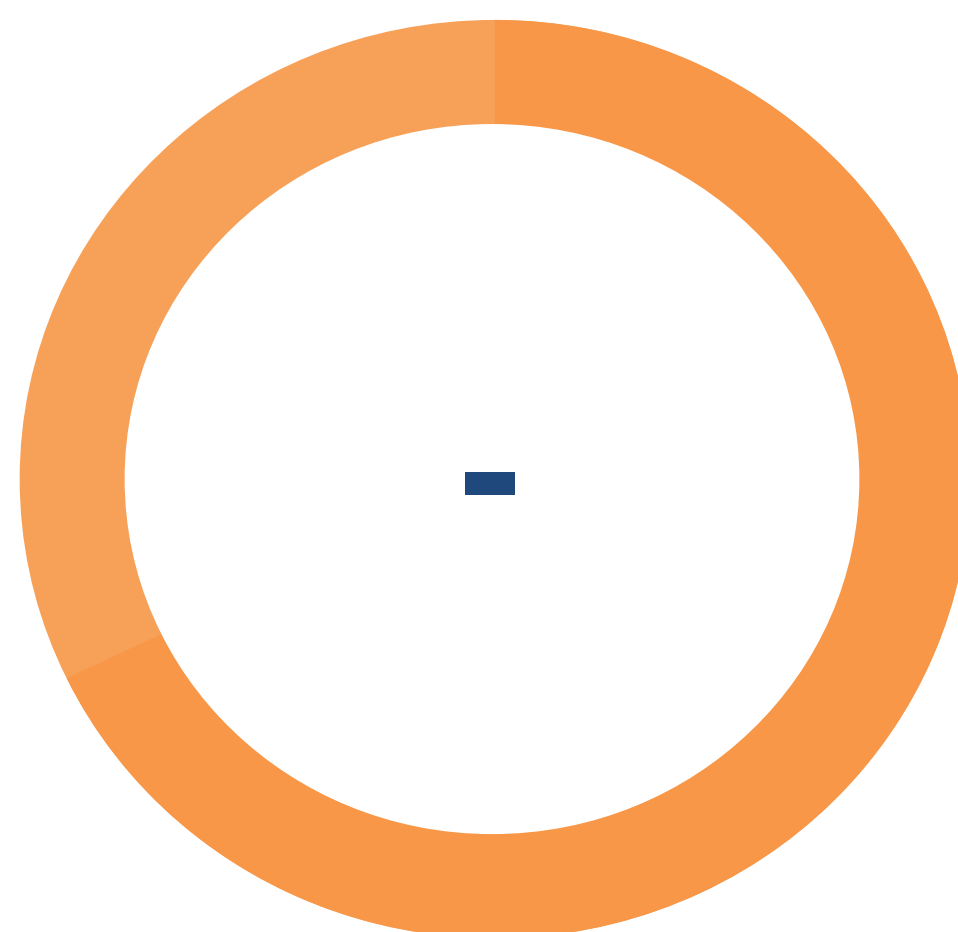


# PERFORMANCE METRICS: IVR

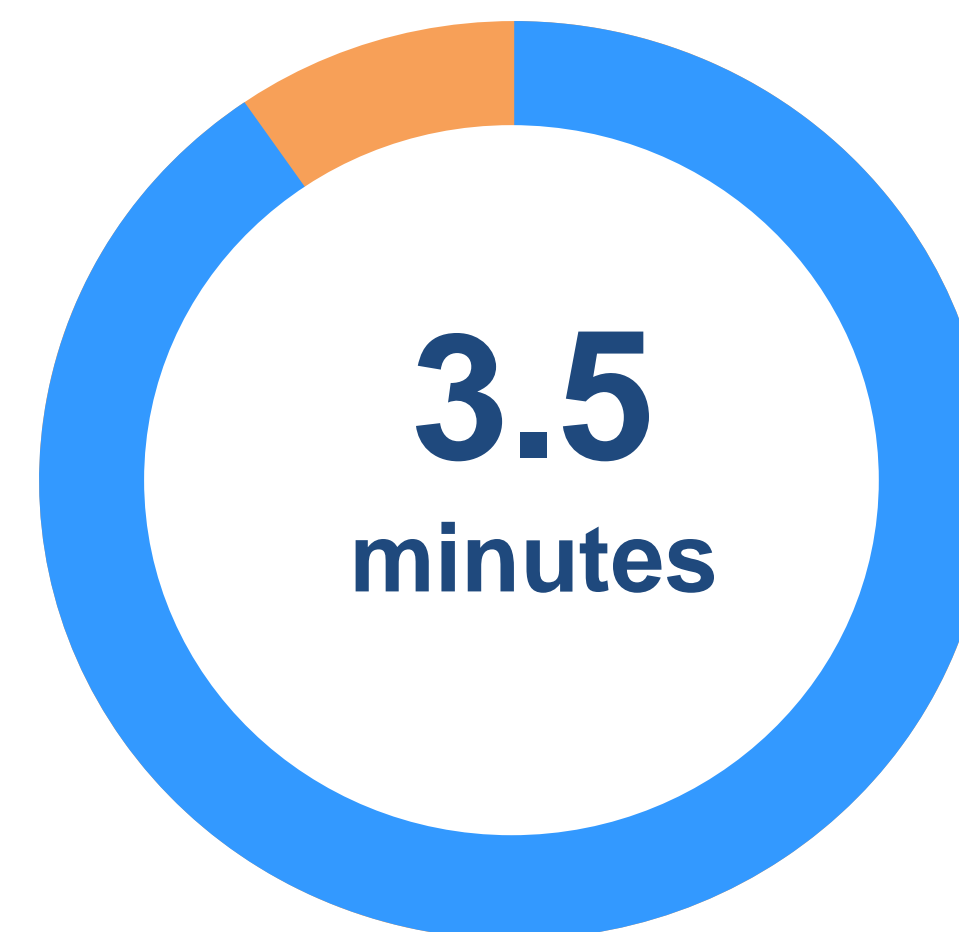
We asked: What are your Contact Center's Average Reply and Handle Times (by Channel)?



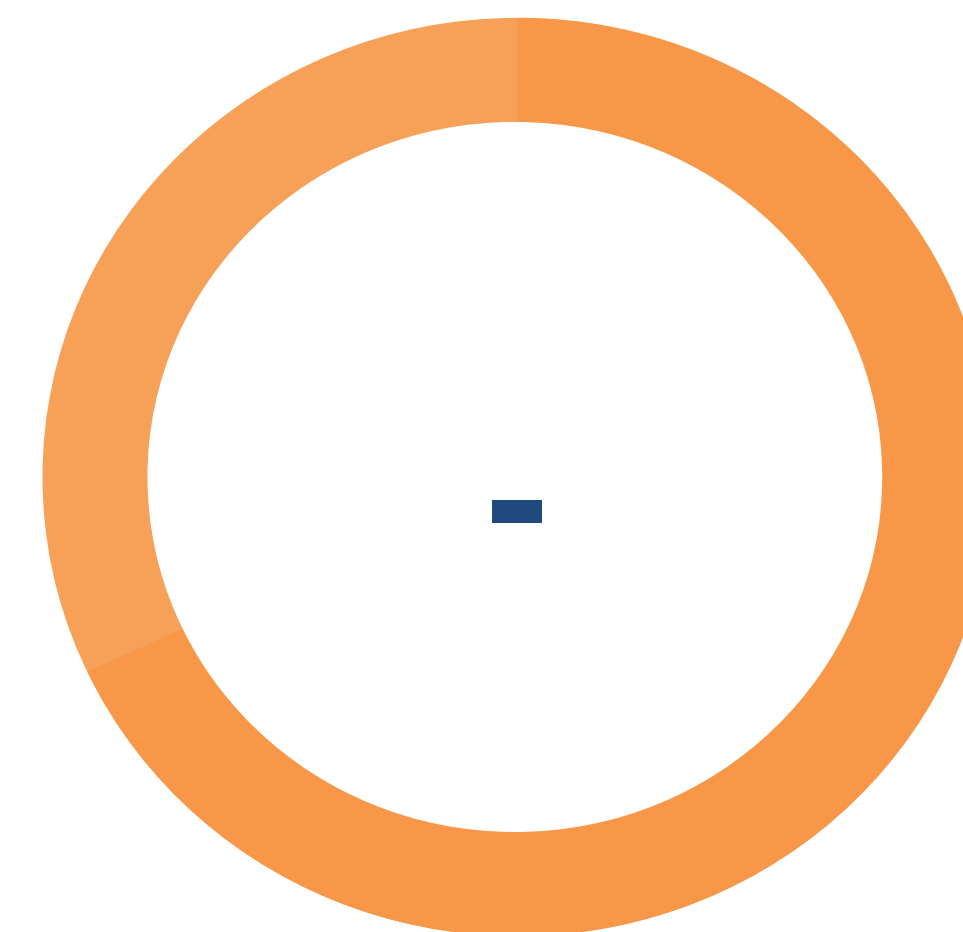
**Benchmark**  
Average **Reply** Time  
(Minutes)



**NO RESPONSE**



**Benchmark**  
Average **Handle** Time  
(Minutes)



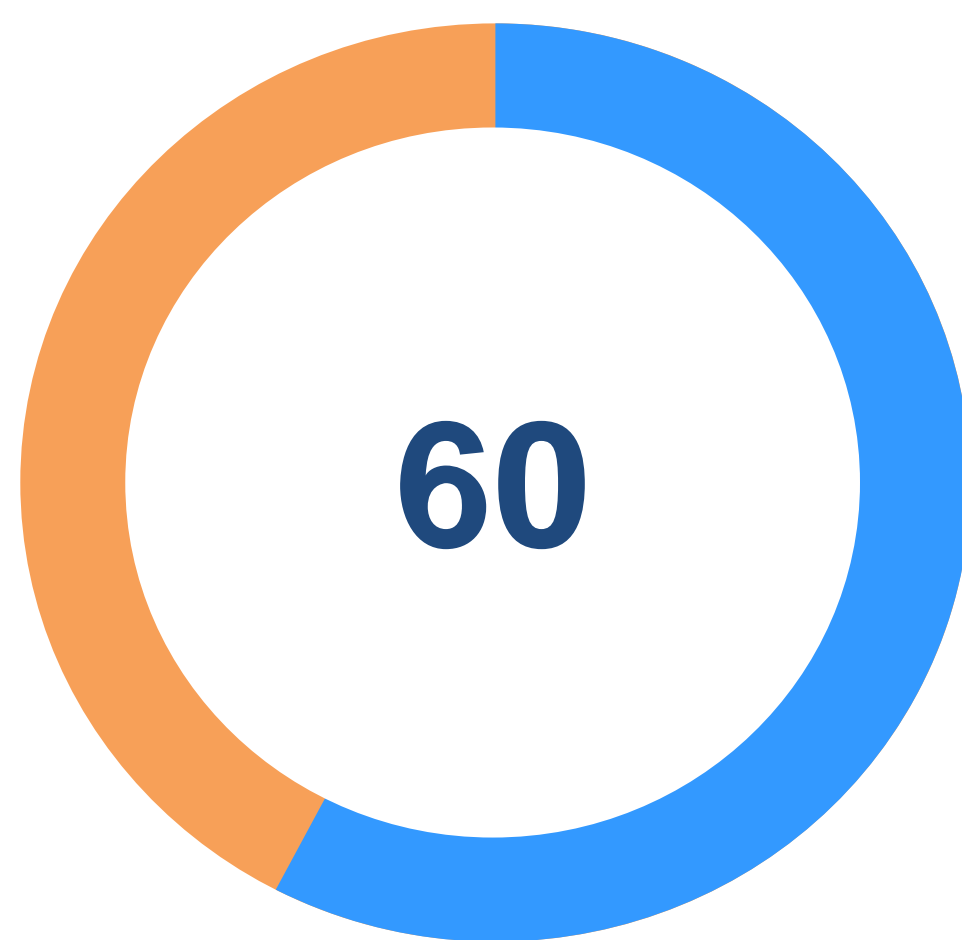
**NO RESPONSE**



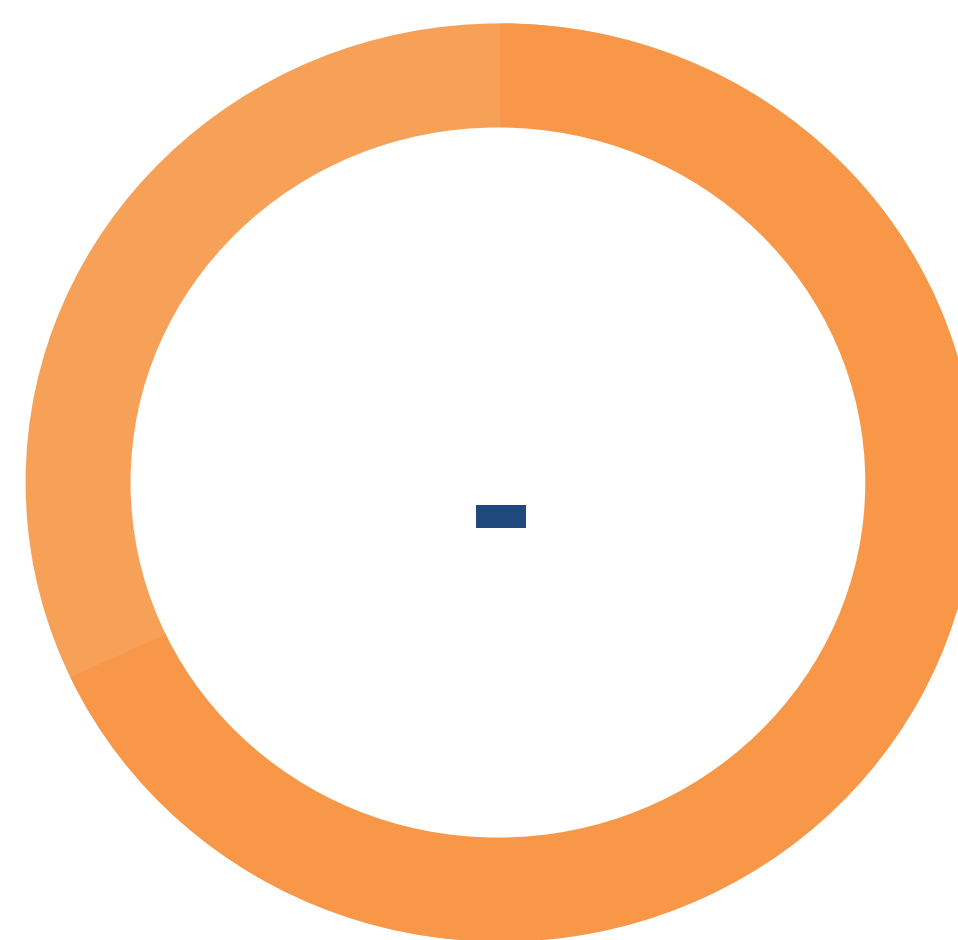
# PERFORMANCE METRICS: OVERALL SCORES

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

## Net Promoter Score (NPS)



Benchmark

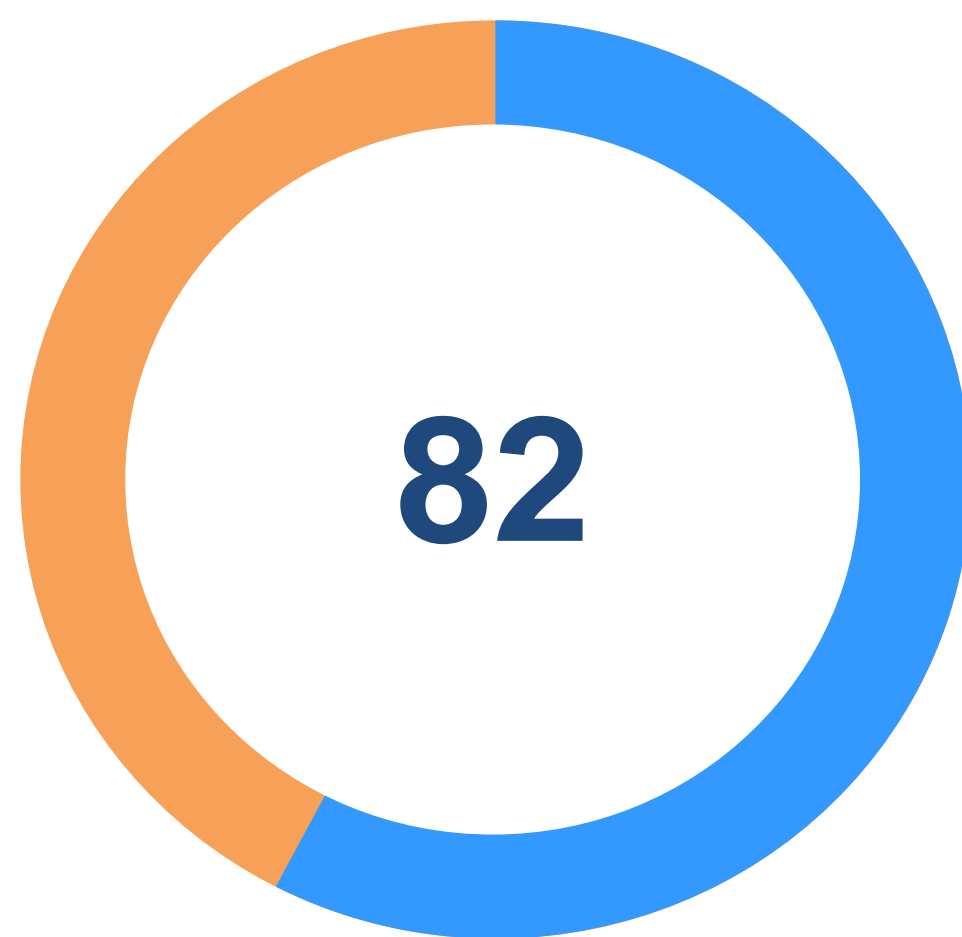


NO RESPONSE

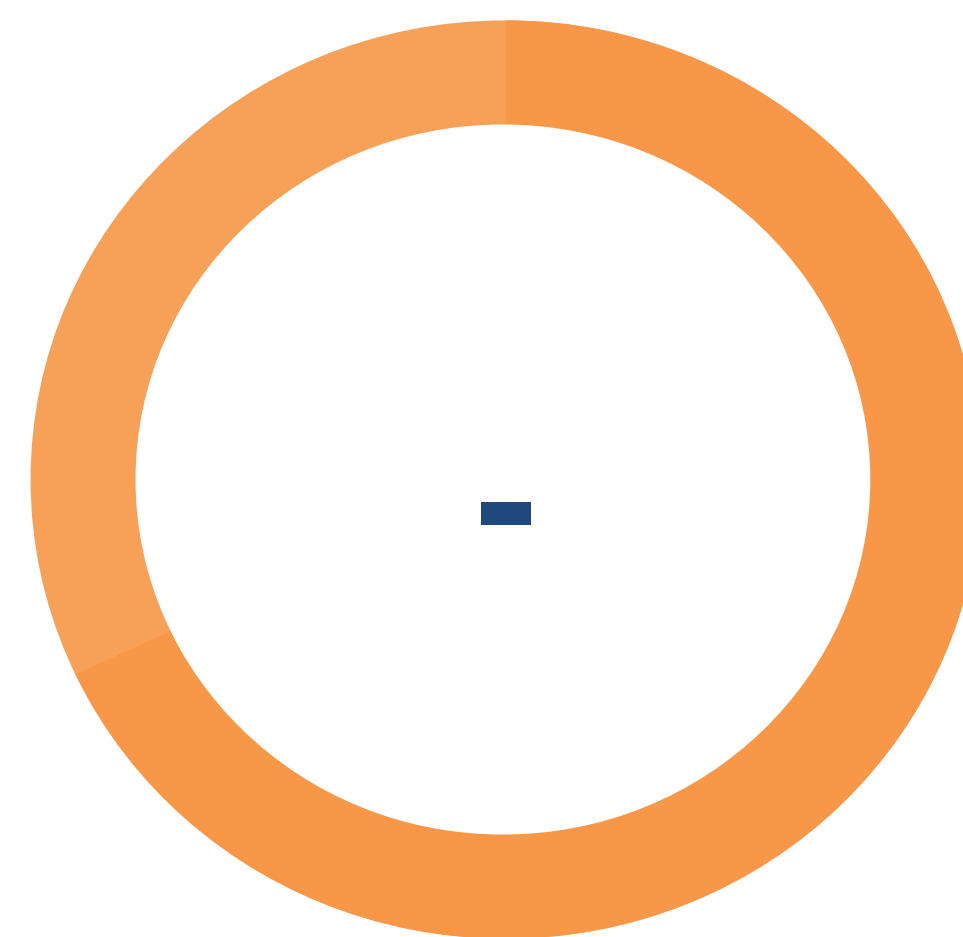
# PERFORMANCE METRICS: OVERALL SCORES

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

## Customer Satisfaction (CSAT) Score



Benchmark



NO RESPONSE

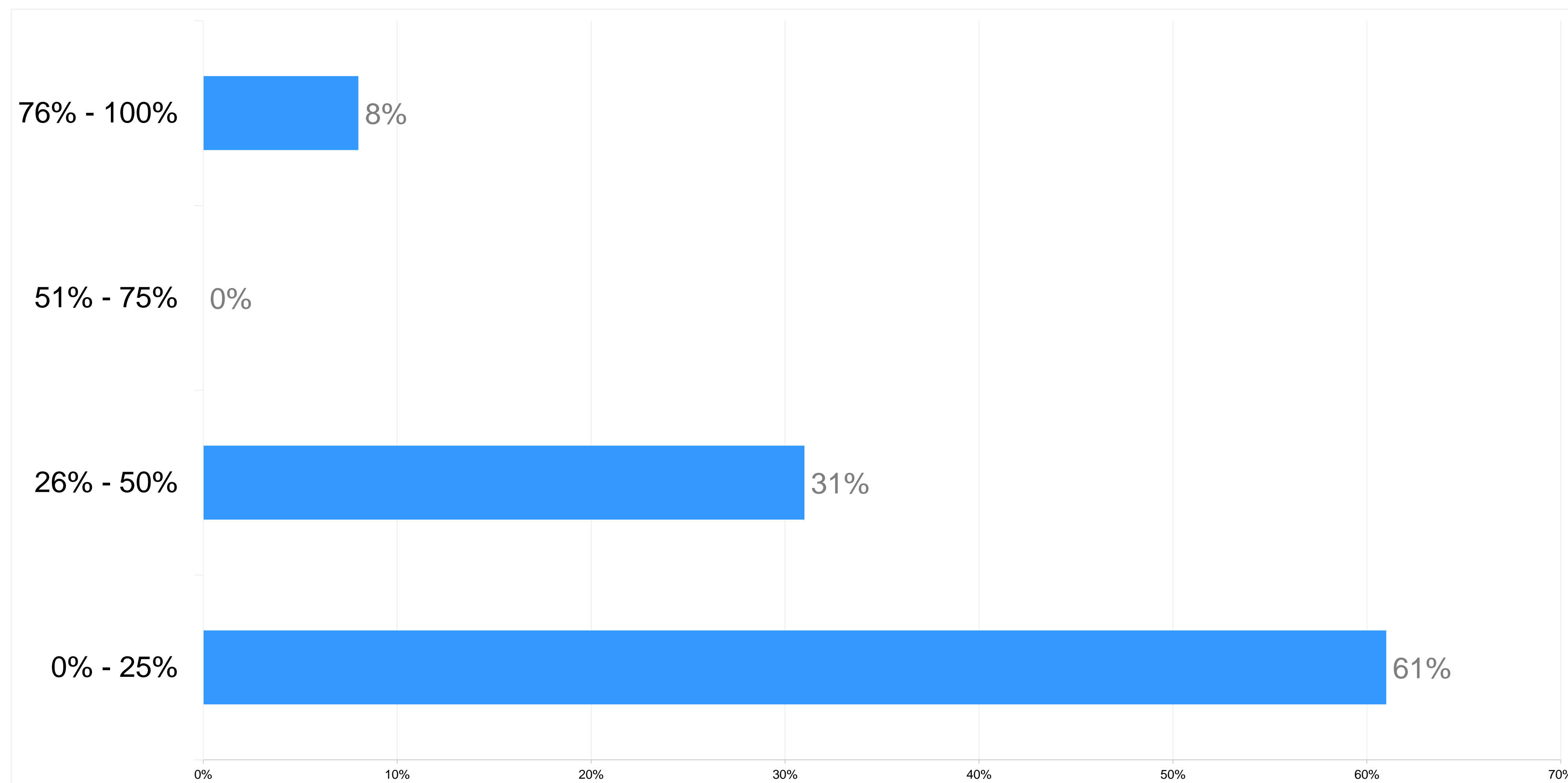


A man with dark hair, a beard, and glasses, wearing a light blue button-down shirt, is smiling broadly and shaking hands with another person whose arm is visible on the right. The background is a blurred office environment with a brick wall and a warm light fixture. A semi-transparent blue horizontal bar is overlaid across the middle of the image.

## SECTION 3: AGENT SATISFACTION

# AGENT SATISFACTION: AGENT TURNOVER RATE

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

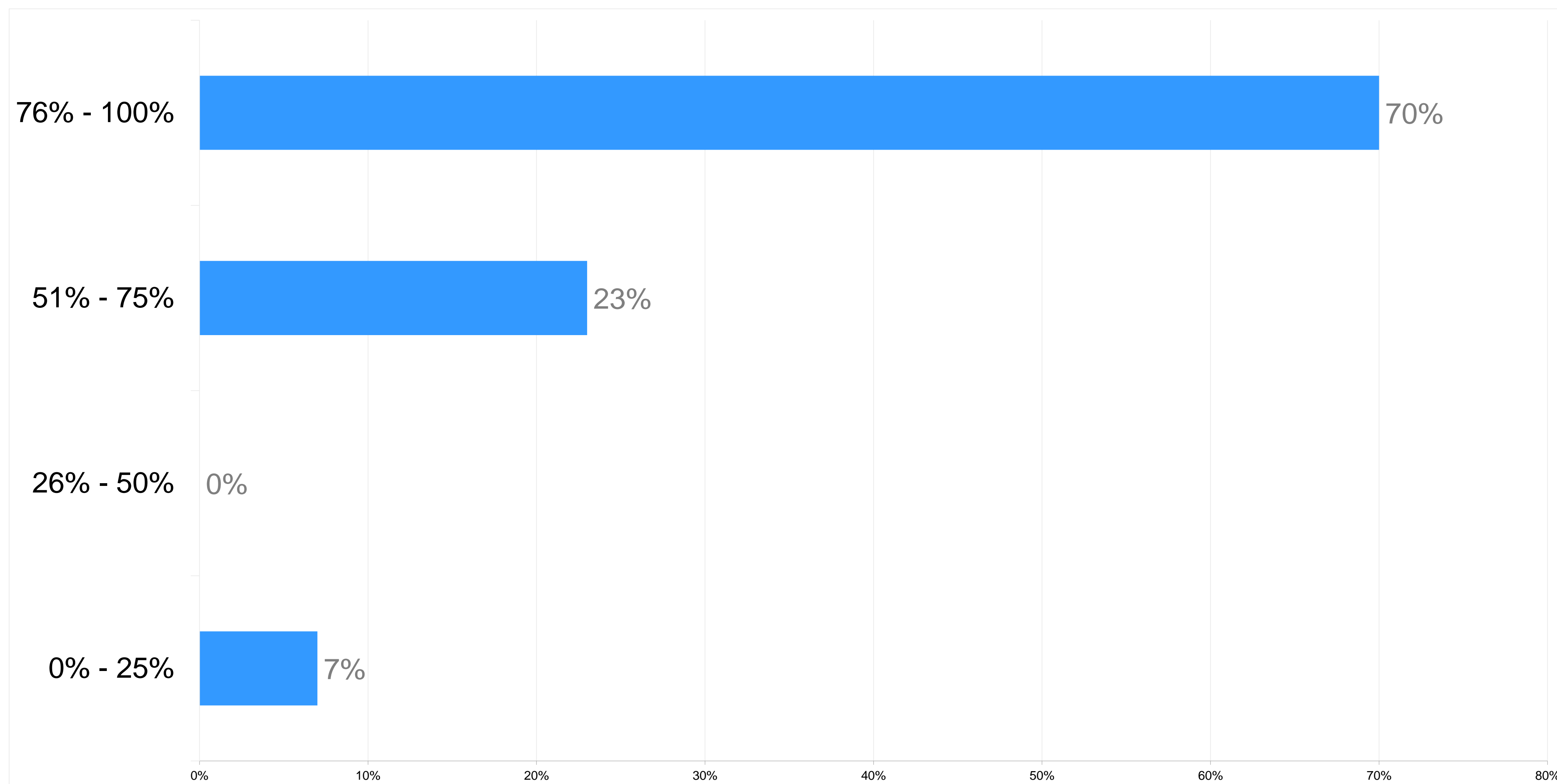


NO RESPONSE



# AGENT SATISFACTION: AGENT TURNOVER RATE

We asked: What is your Employee Engagement Score?





Customer Engagement  
Leadership Council  
FROST & SULLIVAN

## SECTION 5: GROWTH STRATEGY DIALOGUE



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# 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.

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# 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.



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## 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.



A man with a beard and dark hair is shown in profile, facing right, writing on a whiteboard with a black marker. The whiteboard has some handwritten text, including "Side b" and "Phu". To the right, there is a diagram with a circle containing the word "Spot" and a line pointing to it. A blue semi-transparent banner is overlaid across the middle of the image.

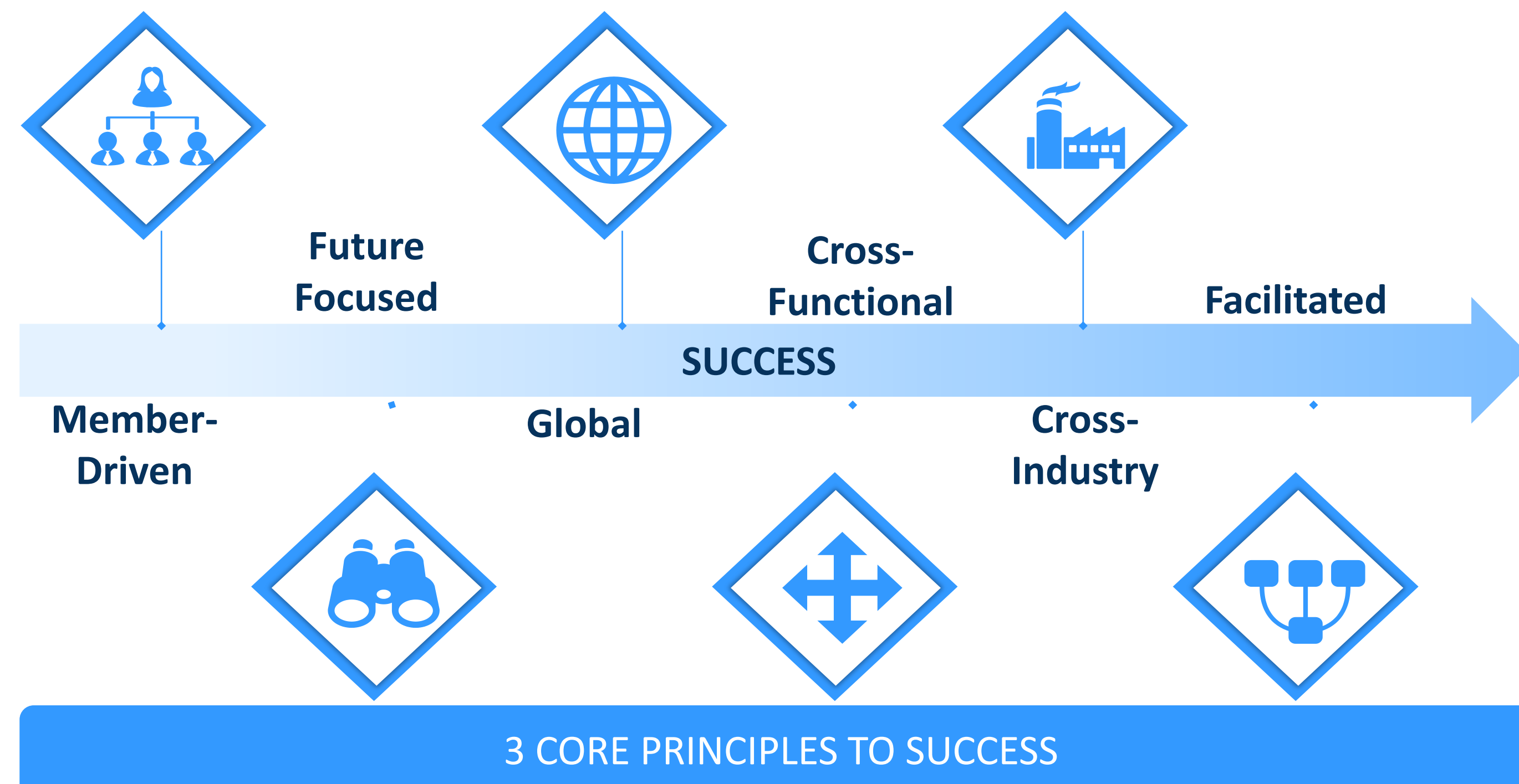
## SECTION 7: NEXT STEPS



# CUSTOMER ENGAGEMENT LEADERSHIP COUNCIL



Customer Engagement  
Leadership Council  
FROST & SULLIVAN



## 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

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# CRITICAL ISSUES AGENDA: 2020

PREDICTIVE,  
PROACTIVE, AND  
PERSONAL CARE

AUTOMATION

EFFORTLESS AGENT  
EXPERIENCE

SELF-SERVE

OPERATIONAL  
EFFICIENCY AND  
EFFECTIVENESS

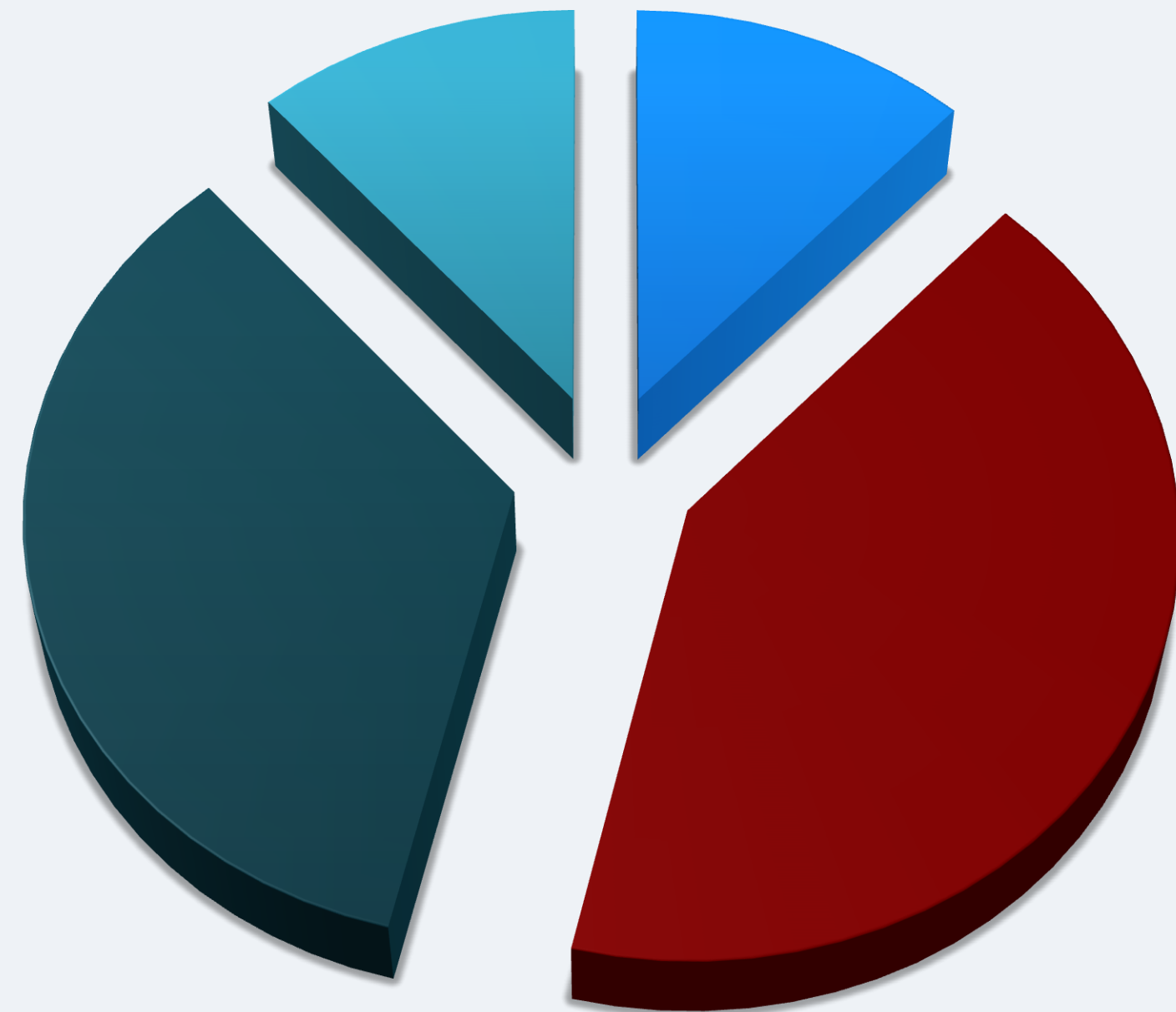
TRANSFORMATIONAL  
TALENT



# WHO ARE OUR MEMBERS



Customer Engagement  
Leadership Council  
FROST & SULLIVAN



■ C-Suite ■ SVP, VP ■ Director ■ Manager

## 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



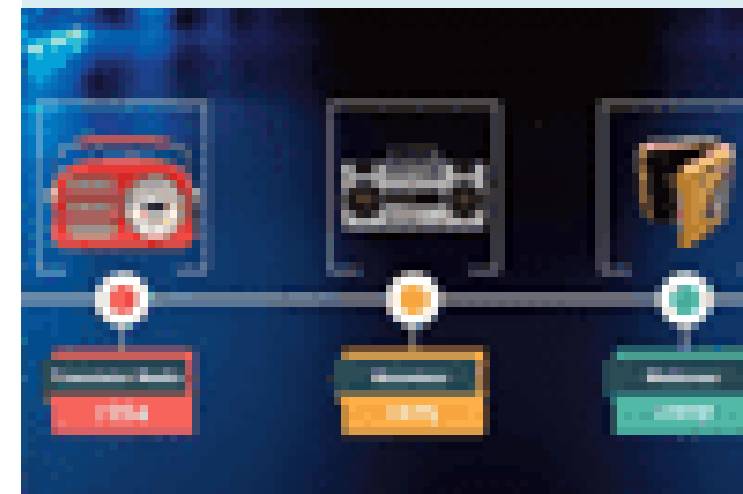
ACHIEVING ORGANIZATION-  
WIDE CUSTOMER CENTRICITY

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\*



BUILDING PEAK PERFORMING  
SALES ORGANIZATIONS

*\*Date and Location subject to change*



# FACE TO FACE: SITE TOURS & ROUNDTABLES

## Where We've Been

	<i>Effortless Experience</i>
	<i>Omni Channel Customer</i>
	<i>Effortless Experience</i>
	<i>Being Human: Making Emotional Connections in a Digital Economy</i>
	<i>Digital Transformation and the Integration of Digital Channels into the Contact Center</i>
	<i>Technology &amp; Human Connection</i>
	<i>Customer Service Excellence from a New Perspective</i>
	<i>Effortless Customer Experience</i>
	<i>Effortless Agent Experience</i>
	
	





# 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



Customer Engagement  
Leadership Council  
FROST & SULLIVAN

*"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





Customer Engagement  
Leadership Council  
FROST & SULLIVAN

# Contact Us

**Alpa Shah**  
**Global Vice President - Digital**  
**Transformation**  
**Frost & Sullivan**  
**Customer Engagement**  
**Leadership Council**



C: (650) 215-3097



ashah@frost.com



<https://customerleadershipcouncil.com/>