



# Are You Delivering Exceptional Customer Service?

*(2019 Edition)*

## How Do You Compare?

A Call Centre Helper Research Paper

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## What We Did

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Throughout May 2019, Call Centre Helper readers were invited to take part in a “How Contact Centres Are Delivering Exceptional Customer Service” survey, run in partnership with Jabra, Natterbox, NICE inContact, and Serenova.

The aim of the survey was to capture a snapshot view of exactly what contact centres are doing to meet the ever-increasing demands of the modern customer.

The report covers a number of different industry-related topics, to get the greatest possible insight into the industry today, so you can benchmark your contact centre against others.

Among other topics, the findings look at key areas of customer service, including proactivity, quality management and improving the overall customer and advisor experience.

Over 250 contact centre professionals took part in the survey and we're delighted to share the results with you.

## Executive Summary

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Delivering an exceptional customer experience requires the core elements of any contact centre to work effectively alongside each other. These influential areas include technology, metrics, processes and advisor management.

Our in-depth look at how the industry is performing in each of these areas has revealed that some contact centres are making great strides in delivering exceptional customer service.

With this in mind, here are some of our most interesting findings.

### **Fewer Than 70% of Contact Centres Ask Advisors for Customer Feedback**

Just 69.6% of contact centres talk to their team as a method of obtaining customer feedback, despite it being an advisor's job to speak to customers.

Not only will advisors be able to identify recurring problems, but they may also have insight into the emotional impact of the issue for customers.

Unsurprisingly, the most popular way of collecting customer feedback in the contact centre is through transactional surveys (CSat surveys).

### **Quality Scorecards Are Matching Up Well With Customer Satisfaction (CSat) Scores**

Over half (54.6%) of our contact centre professionals have reported that they see a good match between their quality scores and CSat scores.

By ensuring that quality scores match well with CSat scores, you can be certain that you are measuring advisor performance against what your customers really care about.

Just 11.2% of contact centres reported a big distinction between the two metrics.

### **More Than a Quarter of Organisations Use Timely Proactive Pop-Ups**

26.1% of organisations now use timely proactive pop-ups to engage with customers who are searching their website.

Timely pop-ups do not appear when the customer first clicks onto your website, but instead are used to “surface” when a customer lingers on a page or keeps flicking back to it – suggesting that they would appreciate more support.

The 26.1% of contact centres that employ this device is much higher than the 9.5% that have installed pop-ups but have not timed them to best suit customer interests.

## **Over 10% of Contact Centres Ask Team Leaders to Support 21+ Advisors**

Our research highlighted the great differences in how contact centres are structured, especially when it comes to the team leader role.

In 11.8% of contact centres, team leaders have to look after more than 20 advisors, with 7.0% supporting more than 25.

However, at the opposite end of the spectrum, 10.5% of contact centres have a ratio of one team leader to every five advisors, or even fewer.

## **The Industry Is Starting to Move Away From 80% of Calls Answered in 20 Seconds**

This report contains a lot of research into service level (SLA) targets across different channels.

From this research, we were able to ascertain that contact centres are moving away from the convention of answering 80% of calls in 20 seconds. There is now a great deal of variance, with contact centres setting both stronger and more relaxed SLA targets.

From our survey results, we were also able to spot trends in SLAs across the email, live chat and social media channels.

**Are You Delivering  
Excellent Customer Service?**

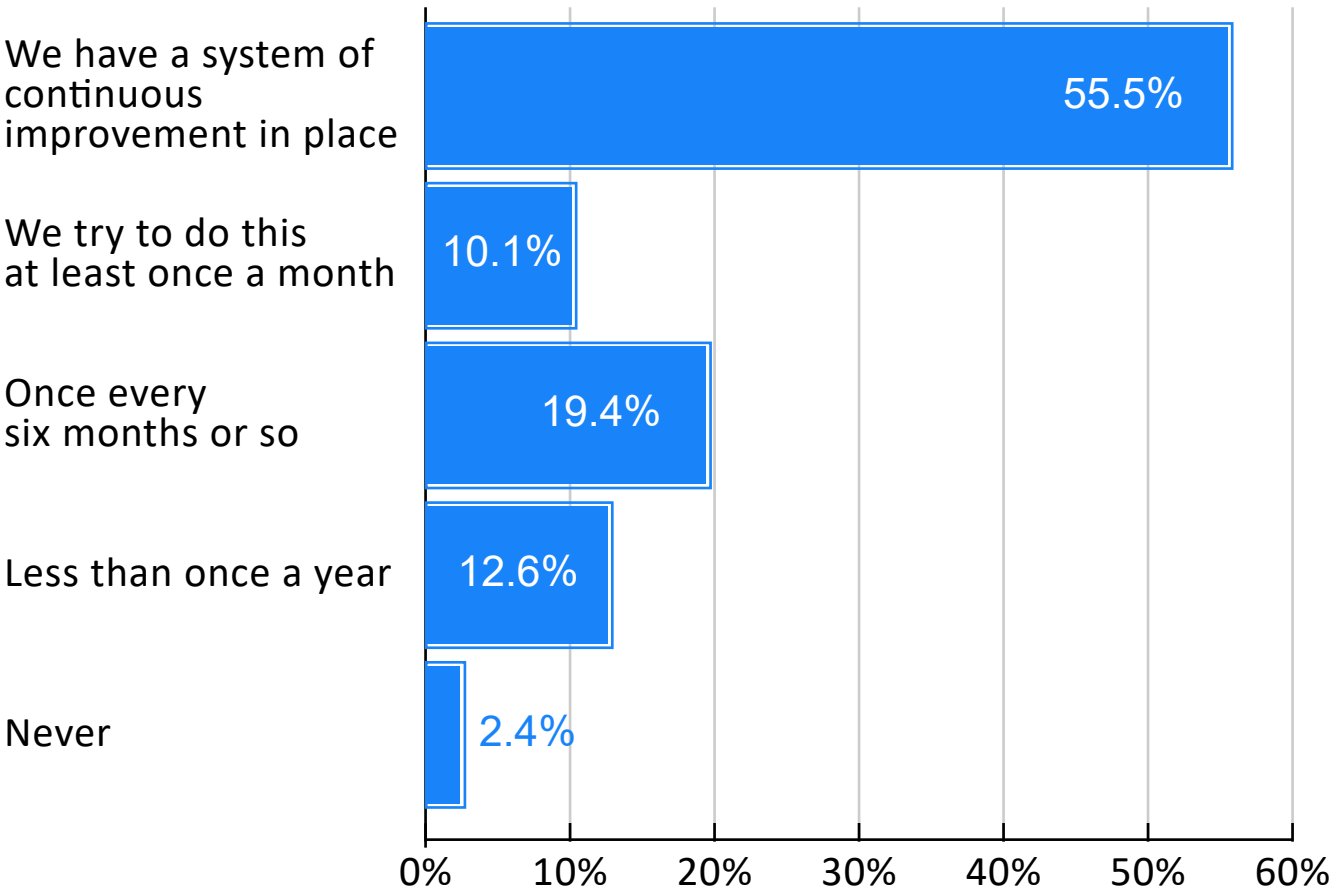
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# How Often Do You Review and Update Your Processes?

## The Industry Has a Proactive Approach Overall

Constant firefighting is synonymous with the contact centre industry, meaning that it can be difficult to focus on improving customer service.

### How Often Do You Review and Update Your Processes?



However, the industry seems to be taking a more proactive approach, with more than half of contact centres (55.5%) now having a system of continuous improvement in place.

A further 10.1% try to review their processes at least once a month, while 19.4% complete the exercise once every six months or so.

## 12.6% of Contact Centres Fail to Regularly Review and Update Their Processes

By contrast with the above, 12.6% of contact centre professionals say that they only review their processes once a year, at most.

In addition, a further 2.4% of our industry experts admit that they have never sat down with the intention of reviewing and updating their processes.

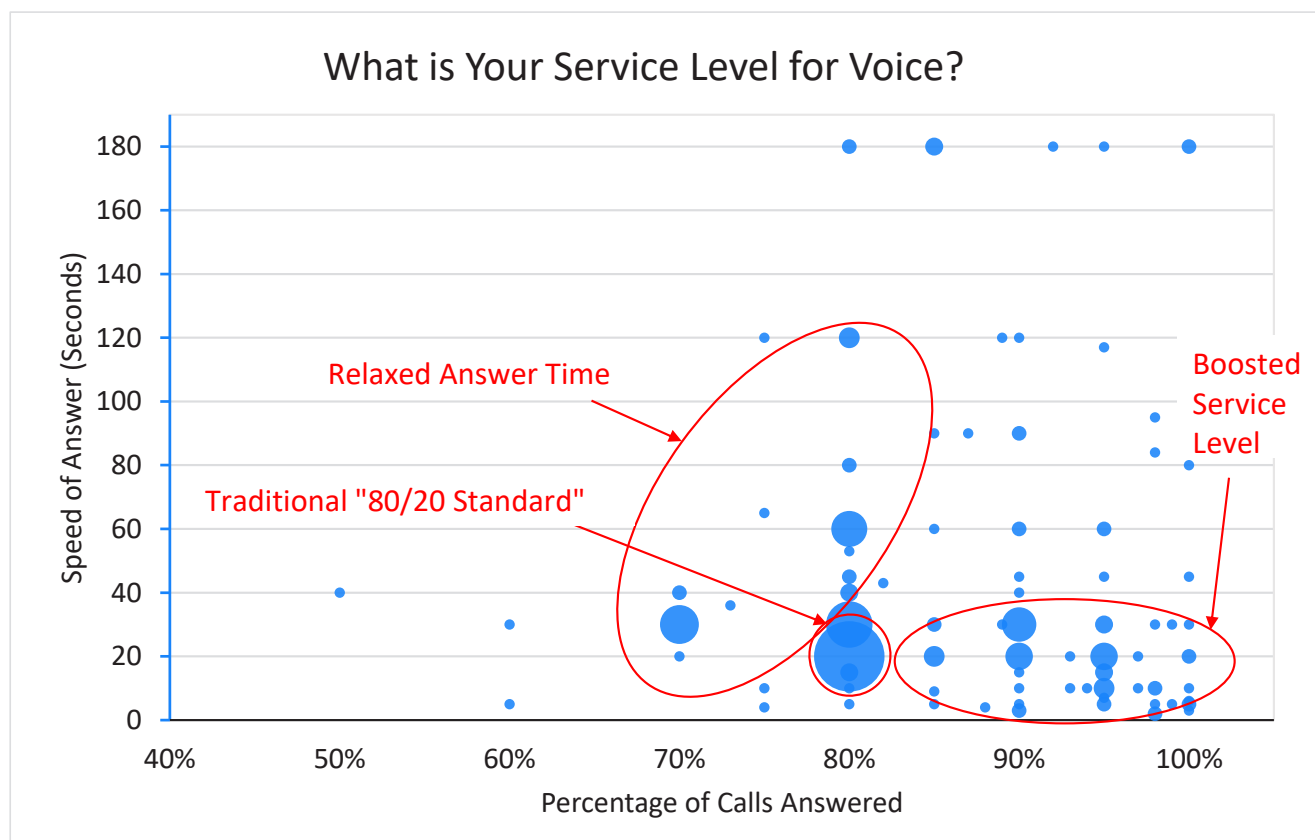
These contact centres will likely suffer from inefficient and broken processes, which can have a detrimental impact on the contact centre – costing time, money and (in the worst cases) customers.



## What Is Your Service Level (SLA) Target for Telephone Calls?

### The Industry Average Remains at 80% of Calls Being Answered Within 20 Seconds

As part of this survey, participants were asked about their SLA targets for telephone calls. This data was captured in percentage/seconds, with the results highlighted below.



The results confirm that the traditional industry standard of answering 80% of calls with 20 seconds is still the most common method that many contact centres go by. This is evident in the large cluster surrounding this data point in the bubble graph.

Our findings do seem to suggest that there are two schools of thought about moving away from the 80/20 standard. There are those who relax their target time and those who boost it to a higher percentage.

### Relaxed Answering Time

We can theorise that many contact centres are relaxing their SLA because the second and third "bubbles" in the graph cluster around the 70/20 and 80/60 data points.

## Improved Customer Experience

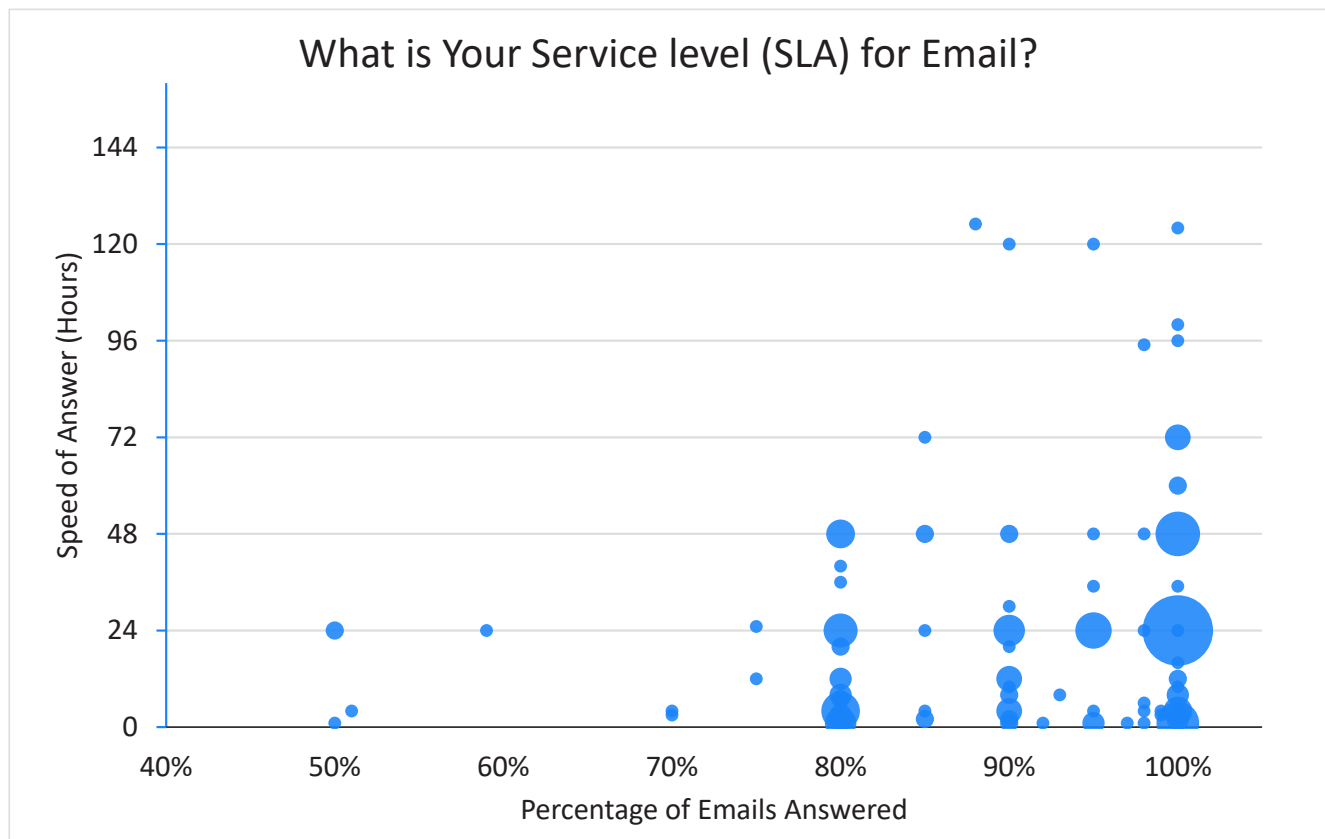
Many contact centres have moved the other way, and the large variance suggests that contact centres are doing research into how queue time impacts abandon rates and customer satisfaction. This would provide guidance into what the best service level is for your specific organisation.

*[Please note, the findings for each of these SLA questions only reflect the targets contact centres have in place – and not the actual figures they achieve.]*

## What Is Your Service Level (SLA) Target for Email

### The Industry Average Is to Answer 100% of Emails in 24 Hours

Our contact centre professionals were also asked about their SLA targets for email. This data was captured in percentage/hours and is displayed in the bubble graph below.



The findings reveal that the industry standard SLA for replying to an email is to answer 100% of messages within 24 hours. However, there were also smaller “bubbles” for this time at 95%, 90% and 80%.

While there is also a cluster forming near the 100% of emails answered in three hours mark, it is surprising to see more contact centres waiting 48 hours to complete the same percentage of emails.

In fact, there were a number of contact centres taking over 48 hours to respond to emails, which may well be causing a number of repeat contacts and damaging First Contact Resolution (FCR) rates.

### The Best Contact Centres Are Targeting Less Than Four Hours

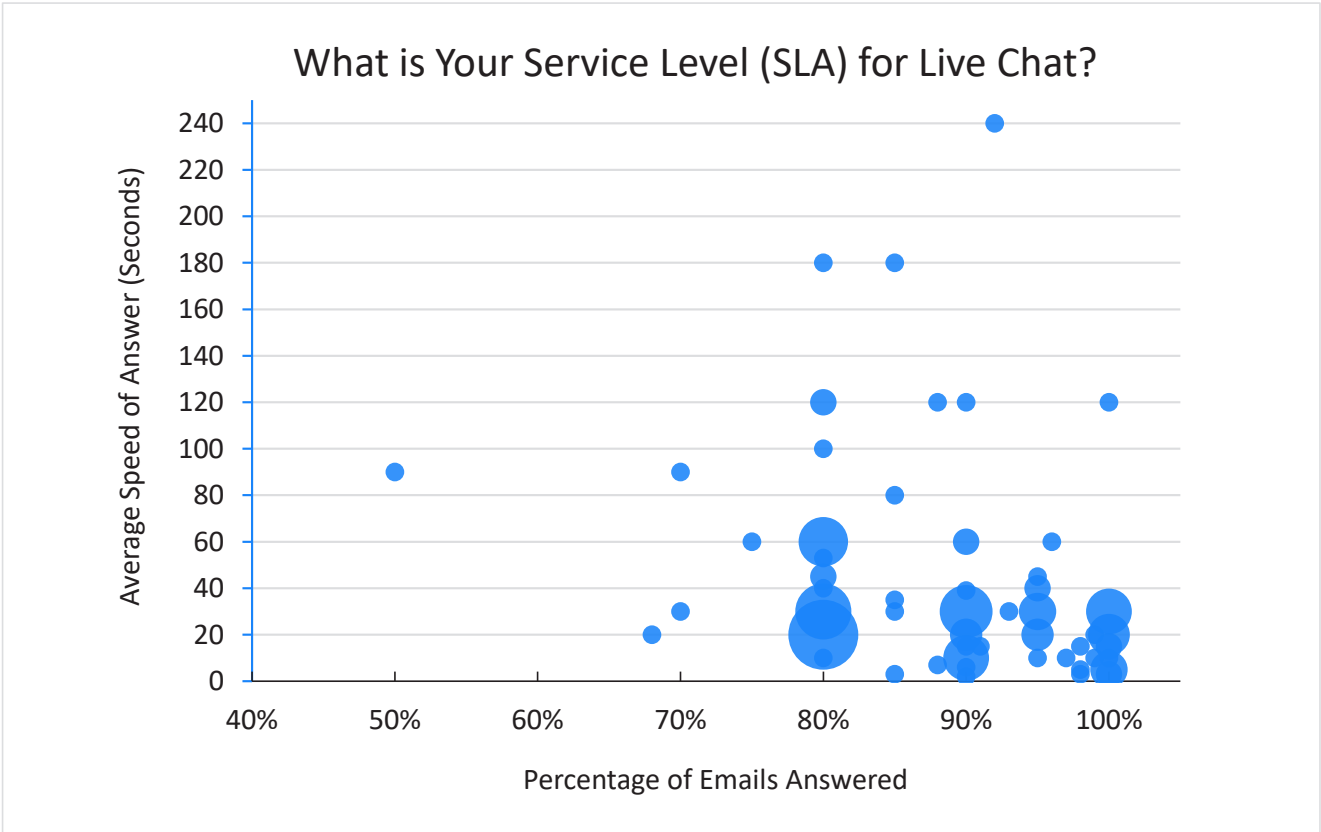
We saw a significant number of contact centres targeting a wait time of less than four hours.

In fact, 13.9% of contact centres are setting a target of handling emails in one hour, and 35.4% are targeting less than four hours.

# What Is Your Service Level (SLA) Target for Live Chat?

## The Industry Average Is to Answer 80% of Chats in 20 Seconds

For this SLA-based question, we once again asked survey participants about their SLA targets for live chat. This data was captured in percentage/seconds and is shared below.



From the chart, it’s more difficult to define a clear “industry standard” SLA for live chat, which is most likely because it’s the most modern of the three channels discussed.

However, the largest “bubble” does seem to form around the data point where 80% of live chats are answered in 20 seconds.

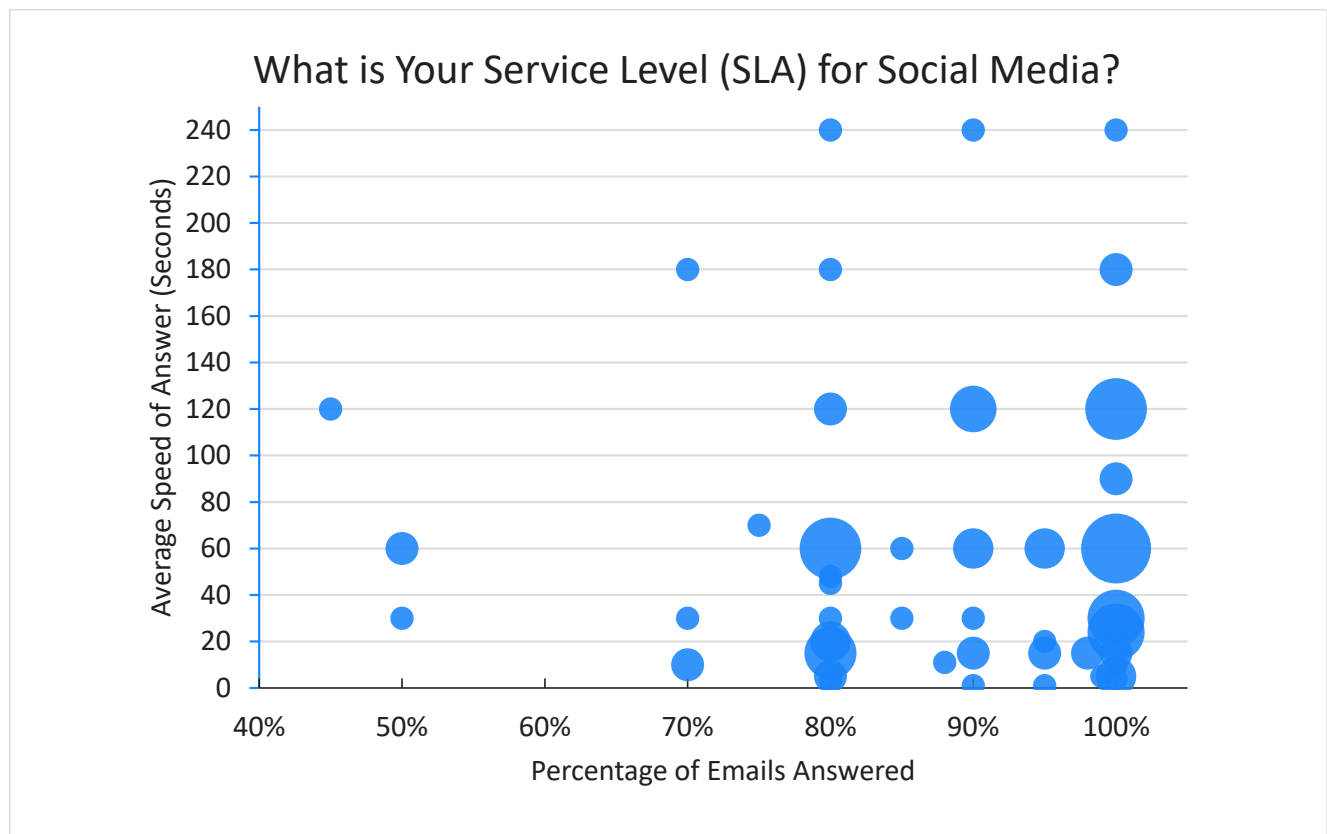
30 seconds appears to be the most common target wait time, with the two next biggest clusters forming around the 90% and 100% mark at this time period.

Taking an average from all of the data included in the chart above, the average service level for live chat seems to be answering 90% of chats in 30 seconds.

## What Is Your Service Level (SLA) Target for Social Media?

### The Industry Average Is Difficult to Define

In our final SLA-based question, we asked our industry professionals about their SLA targets for social media. This data was captured in percentage/minutes and is shared below.



The social media channel was the most difficult to make an assumption of the industry average SLA, as the chart above shows a great deal of variance from one contact centre to another.

Such variance is likely due to varying perspectives of the channel. Some would argue that social is more of an informal channel, so it carries less significance, while others say that because social brings an “audience” to the customer’s issue, it’s vital to provide a quick response.

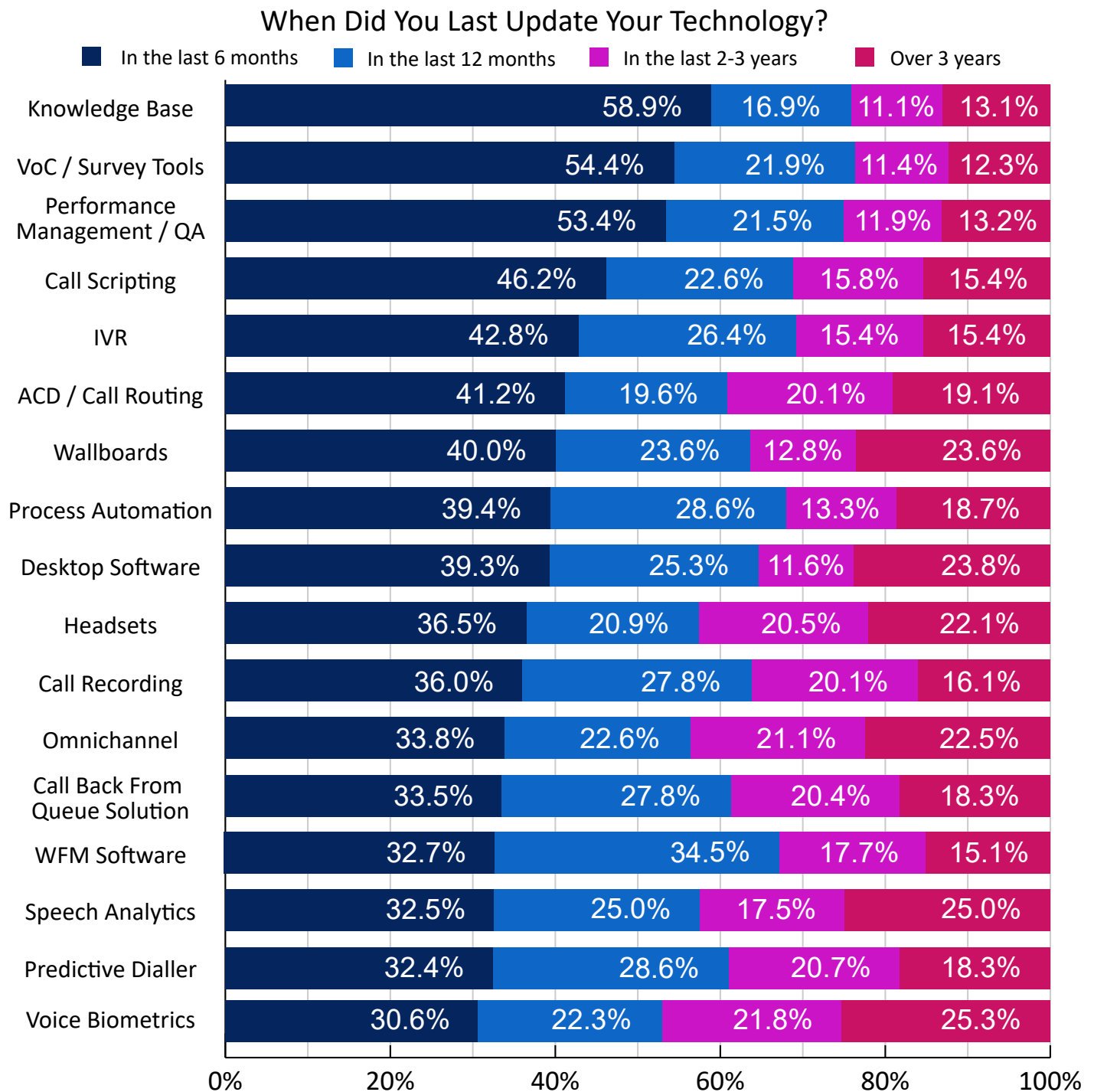
The biggest circle does appear to be located at the mark of responding to 100% of social media queries in 60 minutes – so, if pressed, we could label that as the industry standard.

However, by drawing this conclusion, we are conforming to the notion that it’s vital to provide a relatively quick response, while a lot of contact centre professionals appear to believe that this is not the case.

# When Did You Last Update Your Technology?

## Over 15% of Contact Centres Have Not Updated Their IVR in Over Three Years

Viewed by many as a basic part of the contact centre toolkit, these results show that the IVR is being neglected by many organisations, with 15.4% not updating the technology within the last three years.



It's important to remember that IVR technology is a crucial part of the customer experience, as it can greatly influence the customer's mood before they enter the contact centre.

Fortunately, 69.2% of contact centres have updated their IVR in the last year, guarding themselves against dead-ends, unnecessary menu options and jarring music/messages.

### **The Other Neglected Contact Centre Technologies**

The IVR was not the only surprising technology to be updated less regularly than recommended in many contact centres.

We would have expected call scripting and wallboards to be updated more regularly, based on advisor feedback and product or service updates. These technologies haven't been updated within the last three years in 15.4% and 23.6% of contact centres respectively.

On the other hand, it was good to see that 36.5% of contact centres have improved their headsets within the last six months, with Voice of the Customer (VOC) and quality tools also being updated at an impressive rate.

### **58.9% Have Updated Their Knowledge Base Within the Last 12 Months**

The knowledge base was the most regularly updated piece of contact centre technology, with 75.8% of organisations doing so within the past year.

This was no surprise, as new knowledge articles, training materials and guides for handling conversations about new products, services and offers can be very helpful in terms of continuously improving advisor effectiveness.

Yet while the knowledge base leads the pack, each of the technologies in the chart above is updated at least once a year in over 50% of contact centres. That's good going!

*[Please note, the industry professionals who reported that their contact centre does not use any one of these technologies were removed from the overall findings.]*

# What Key Changes Does Your Contact Centre Need to Make in Order to Deliver Exceptional Customer Service?

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As expected, many replies to the question above included topics such as making more time for coaching, employing more advisors and modernising contact centre processes.

However, there were many other suggestions, which included:

## Integrating Contact Centre Systems

- “We need to drive toward a more uniform experience across all channels”
- “Integrate multiple platforms and channels better”
- “Better documentation on supported systems”
- “Working towards omnichannel routing”

## Improving Advisor Skills

- “Encourage creativity amongst agents, have more hands-on and practical training sessions”
- “Creating a consistently friendly and simple tone of voice”
- “Developing knowledge”
- “Further cross-skilling”
- “More training and closer monitoring”
- “Behavioural changes among the staff”
- “More cross-site training”

## Upgrading Technology

- “New ACD to allow for more complex internal call routing so that the right agents are getting the right calls to best serve our customers”
- “Noise-cancelling headsets, enhanced chat routing, phone system that feeds into our ticketing system”
- “Enhance speech analytics”
- “Improve call recording and desktop software”
- “Create a client portal, install self-service”
- “Regularly capture feedback from our members and invest in speech analytics”
- “Install internal collaboration tools”



## Boosting Resource Planning

- “Have more shifts per day, to reduce fatigue which results in a drop in performance after the first hours”
- “Ensure we’re available where our users want us to be and when they want us to be available”
- “Improve SOPs (Standard Operating Procedures)”
- “Introduce a WFM system, offer call-backs and multichannel routing”
- “Focus on schedule adherence to reduce shrinkage”
- “Increase forecast accuracy and better other WFM processes”
- “Reducing advisor churn”
- “Improve operational efficiencies and understand demand better”

## Implementing Artificial Intelligence (AI) and Automation

- “Implement process automation and conversational AI”
- “Automate CSat surveys and upgrade the phone system”
- “RPA (Robotic Process Automation), improved real-time information and rethink IVR journeys”
- “Advancement in customer self-care (web, mobile app, bots/AI, IVR), knowledge portal and trouble ticketing with other departments”
- “Look into how bots can automate simple transactions”

## Other

- “Better communication of management goals to the contact centre floor”
- “Support home working and part-time working in order to open up the recruitment market to a wider variety of applicants”
- “Reducing dissatisfaction for key contact reasons”
- “Creating a customer-centric culture”
- “Improve quality monitoring and reporting”
- “We need to redesign our IVR”
- “Updated, unified satisfaction surveys”
- “Closing the loop on customer insight to effect changes across operations”

# Advisor Experience

The Advisor Experience chapter is sponsored by Natterbox



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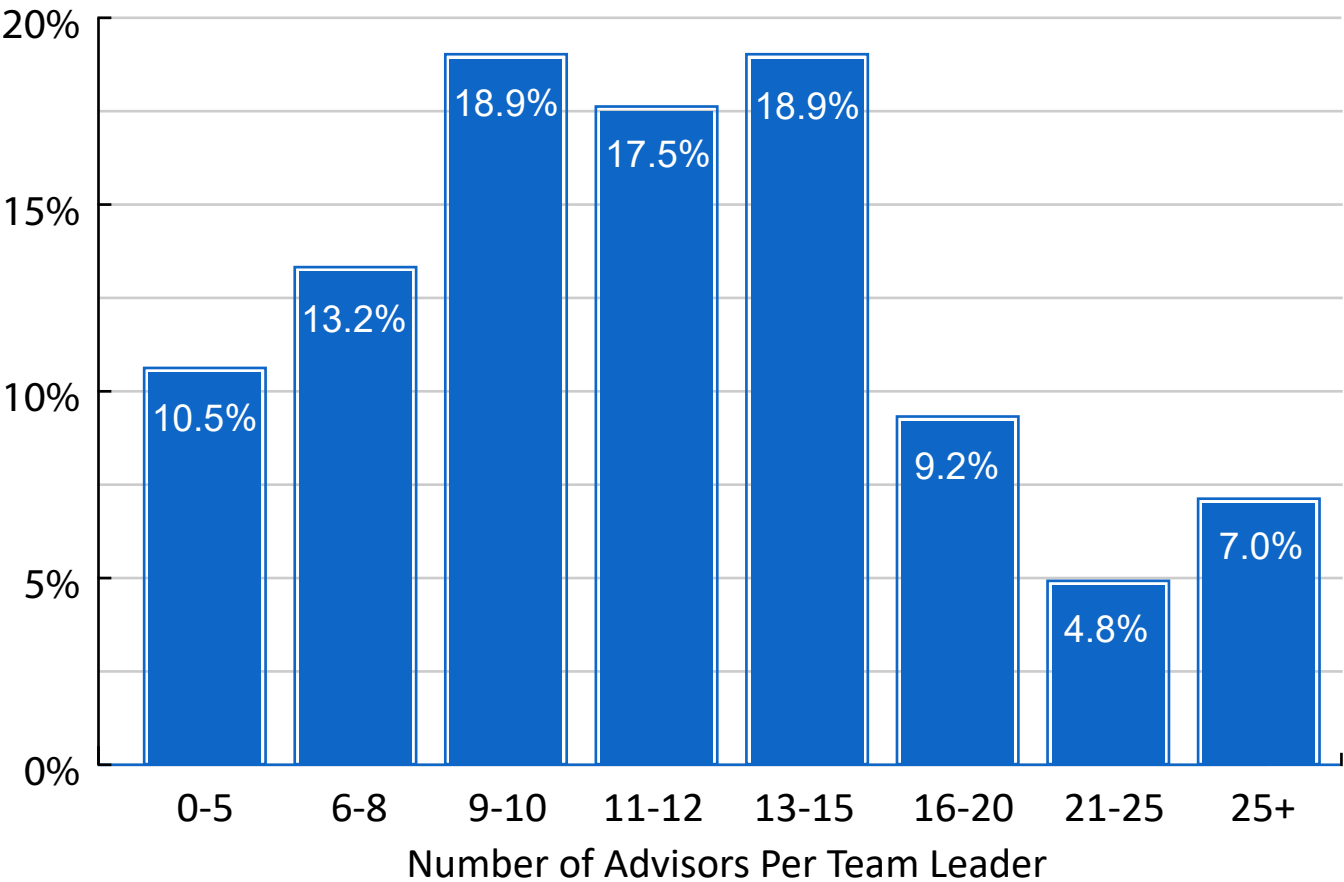
# How Many Advisors Do Your Team Leaders Look After?

## The Team Leader Job Role Varies Greatly from Contact Centre to Contact Centre

From the chart below, what is clear is that a definitive answer to how many advisors a team leader should “manage” does not exist within the industry.

### On Average, How Many Advisors Does a Team Leader Look After?

Average (Median) = 11    Lower Quartile = 9    Upper Quartile = 15



Some contact centre professionals reported an advisor-to-team leader ratio of below 6:1, while others reported ratios of more than 25:1 – a massive 19-head difference!

With such a wide disparity between different organisations, the definition of the team leader role will vary greatly from one contact centre to another.

Those with low advisor–team leader ratios will invest more in forging relationships to increase advisor engagement. However, those that look the other way will do so for efficiency purposes, with team leaders mostly taking on admin responsibilities.

## Team Sizes in Contact Centres Are Growing

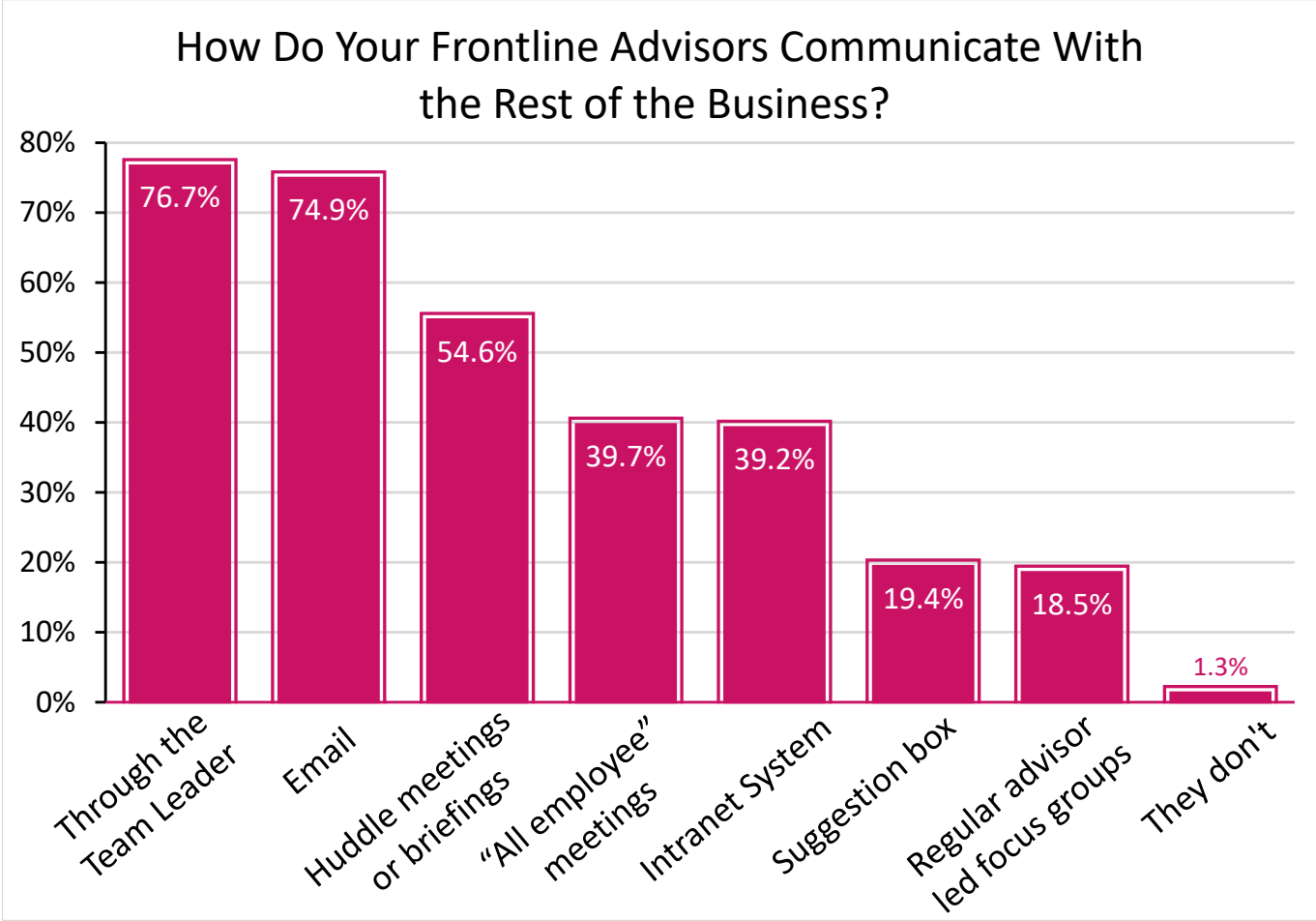
Interestingly, over the past three years, since we last asked our contact centre professionals this question, the number of advisors a team leader is “in charge of” has increased.

The median average in 2016 was 10 and it is now 11, while the percentage of contact centres with a ratio of 25+ advisors to each team leader has increased from 2.4% to 7.0%.

# How Do Your Frontline Advisors Communicate With the Rest of the Business?

## Team Leaders Pass on the Views of Their Advisors in Most Contact Centres

Our findings show that in over three-quarters of contact centres (76.7%), advisors communicate their feedback through team leaders.



These findings suggest that many contact centres are still very traditional in their layout, with many layers of middle management.

The danger with this is that if communication is filtered through these middle management layers, many good ideas and valuable insights can be lost along the way – devaluing advisor feedback.

However, it is good to see that there are many other popular options also in use, including email (74.9%), huddle meetings (54.6%) and "all employee" meetings (39.7%).

## **Almost 40% of Contact Centres Now Use Intranet Systems**

A good way to encourage advisor communication is to employ an intranet system where the team can speak freely with one another, something that 39.2% of contact centres now do.

This platform can be monitored so that you pay special attention to the advisor comments that the most advisors engage with through their own accounts on the intranet system.

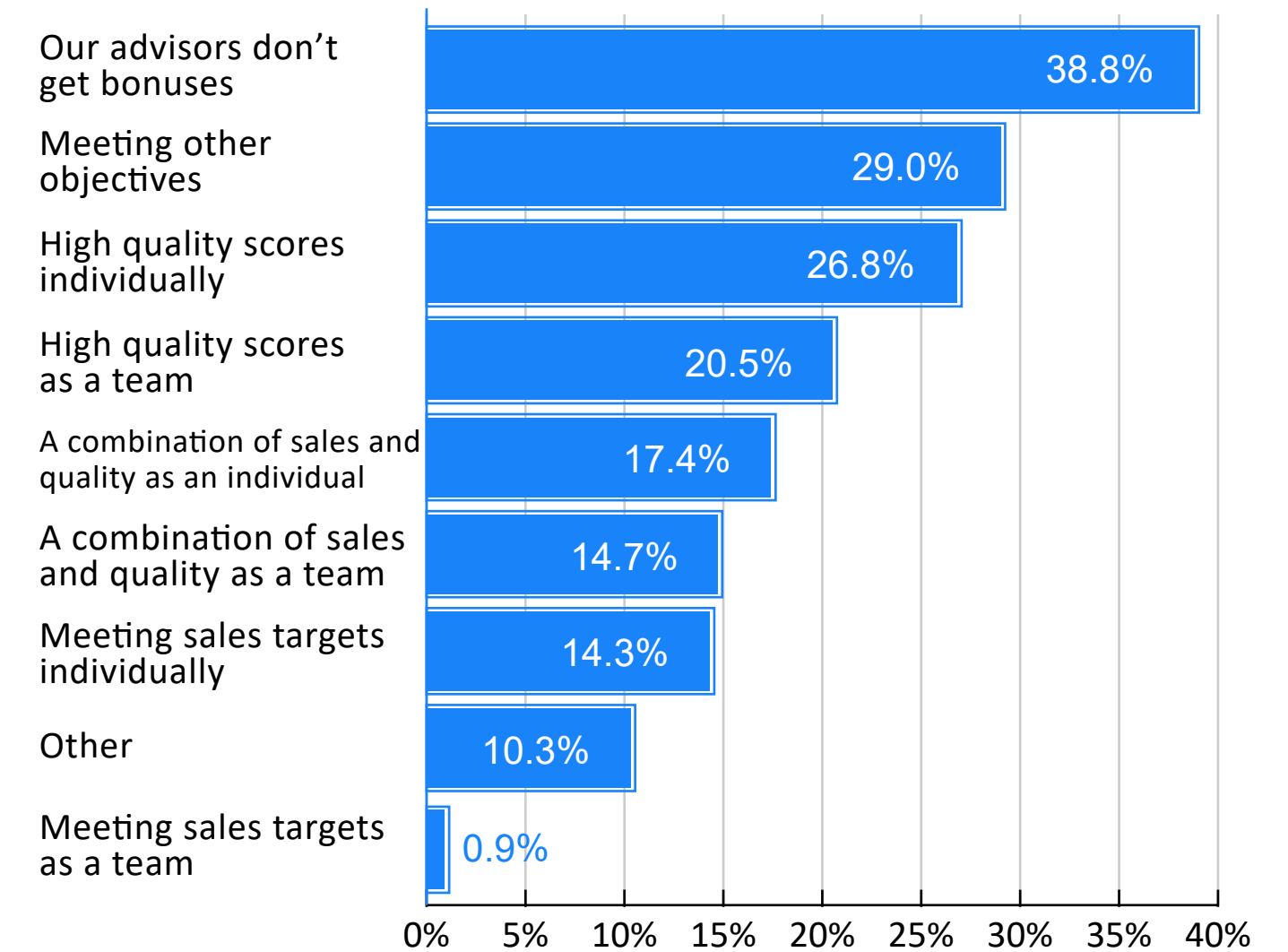
# How Do Your Advisors Earn Their Bonuses?

## Individual Targets Are More Commonplace Than Team Targets

Our research has found a clear trend in the industry for giving advisors individual targets as opposed to team targets, with a difference of at least 3% in the following categories:

- Meeting sales targets as a team (0.9%) / Meeting sales targets individually (14.3%)
- High quality scores as a team (20.5%) / High quality scores individually (26.8%)
- A combination of sales and quality as a team (14.7%) / A combination of sales and quality individually (17.4%)

## How Do Your Advisors Earn Their Bonuses



## **There Are Many Other Ways That Advisors Can Earn Their Bonuses**

The findings also tell us that there are many other methods that contact centres are using so that advisors can earn their bonuses.

In the “other” section to the question above, our survey participants reported that they offer bonuses based on things such as:

- Values and behaviours
- Schedule adherence
- Organisational goals
- Positive customer feedback
- Customer satisfaction scores

The percentage of contact centres offering advisors these alternative methods for earning a bonus has increased from 14.0% in 2015 to 29.0% just four years later.

## **Over a Third of Advisors Don't Earn Bonuses**

The final key take-away from this research is that 38.8% of contact centres don't offer their advisors any form of bonus scheme.

This likely suggests that these contact centres are instead invested in offering other incentives, such as higher basic salaries, a better reward scheme and/or more career progression opportunities.



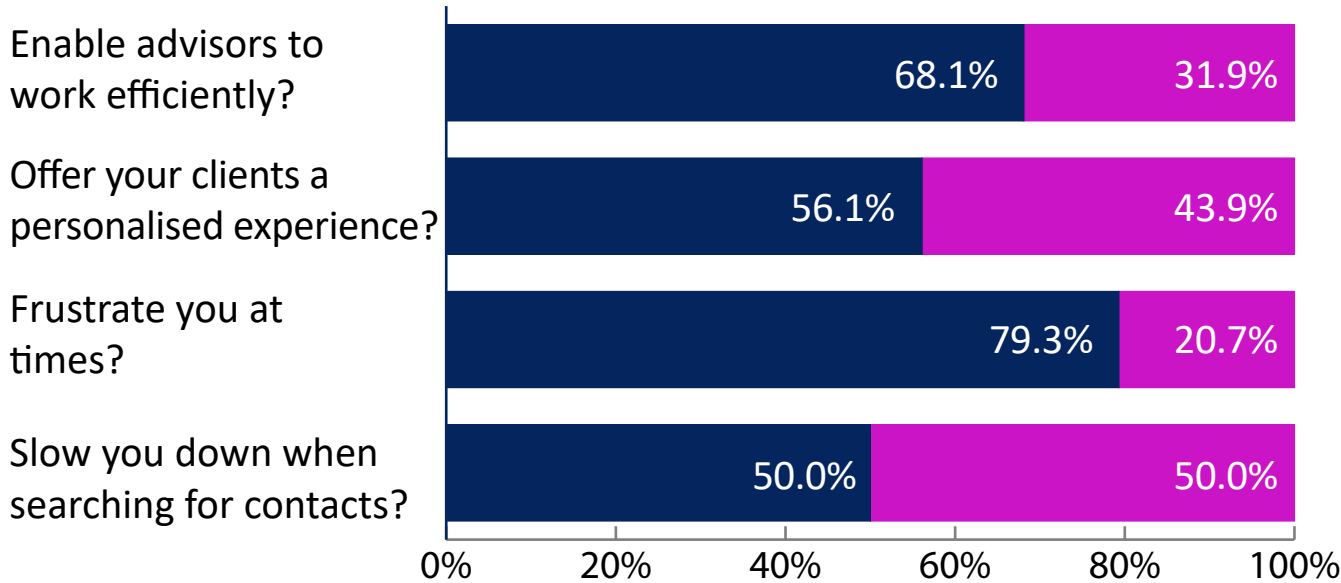
# Technology Frustrations...

## Almost Four in Every Five Contact Centres Are Frustrated With Their Technology

Our findings show that 79.3% of industry professionals are frustrated by their technologies.

### Does the Technology Available to You...

■ Yes ■ No



Common sources of technology-based frustration in the contact centre typically include switching between multiple systems, integrating data from multiple sources and messy desktops.

As most survey participants were in fact part of the management team, it's likely that in some contact centres, advisor frustrations with technology could go unreported. So this number could in fact be higher.

## Most Contact Centres Use Their Technology to Personalise the Customer Experience

On a more positive note, 56.1% of contact centres have implemented technologies that enable them to give a more personalised experience.

One method for doing so could include playing different music and IVR messages depending on the interests of the person calling.

# Customer Experience

The Customer Experience chapter is sponsored by NICE inContact



NICE inContact is a cloud contact centre software leader, empowering organisations to provide exceptional customer experiences with a world-class cloud customer experience platform, NICE inContact CXone.

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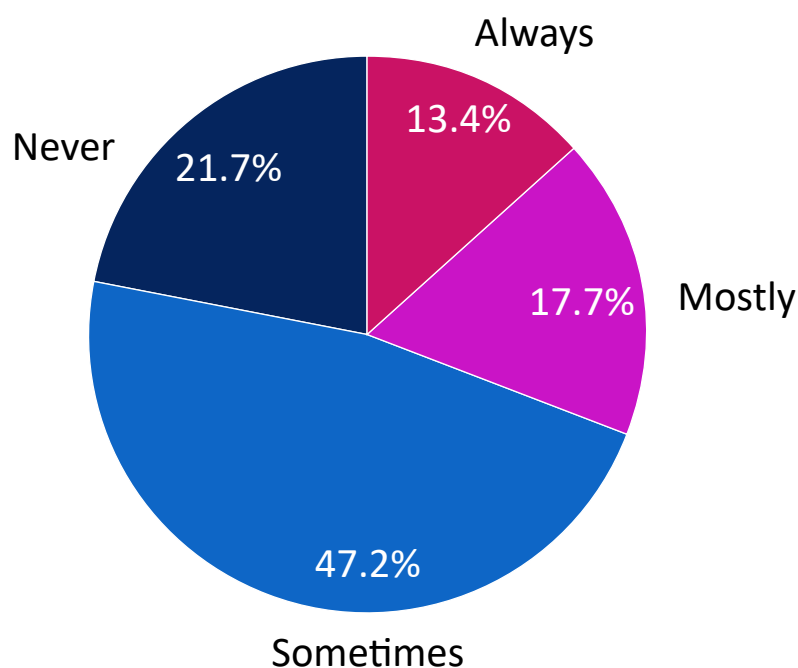
## Do You Struggle to Get Board Approval When Trying to Improve Your Customer Experience?

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**21.7% of Organisations Fully Support the Contact Centre in Improving the Customer Experience**

More than one in every five contact centres never face any difficulty in gaining board approval when making moves to improve the customer experience.

### Do You Struggle to Get Board Approval When Trying to Improve Your Customer Experience?



This is an encouraging figure, with an increasing number of contact centres being positioned as the “hub” of the customer experience.

Perhaps this figure is due to the growing importance of data within certain organisations, or it could be that great customer conversations are now seen as a key to customer loyalty.

Whatever the case, the additional statistic showing that 47.2% of contact centres only “sometimes” struggle with getting board approval is an encouraging sign for the industry.

## **However, Many Organisations Are Still Stuck in Silos**

While there are positive signs within our research which highlight that contact centres are growing in organisational value, 13.4% still report to “always” struggle when attempting to secure board approval.

In addition, 17.7% of our industry professionals say that they “mostly” face the same struggle.

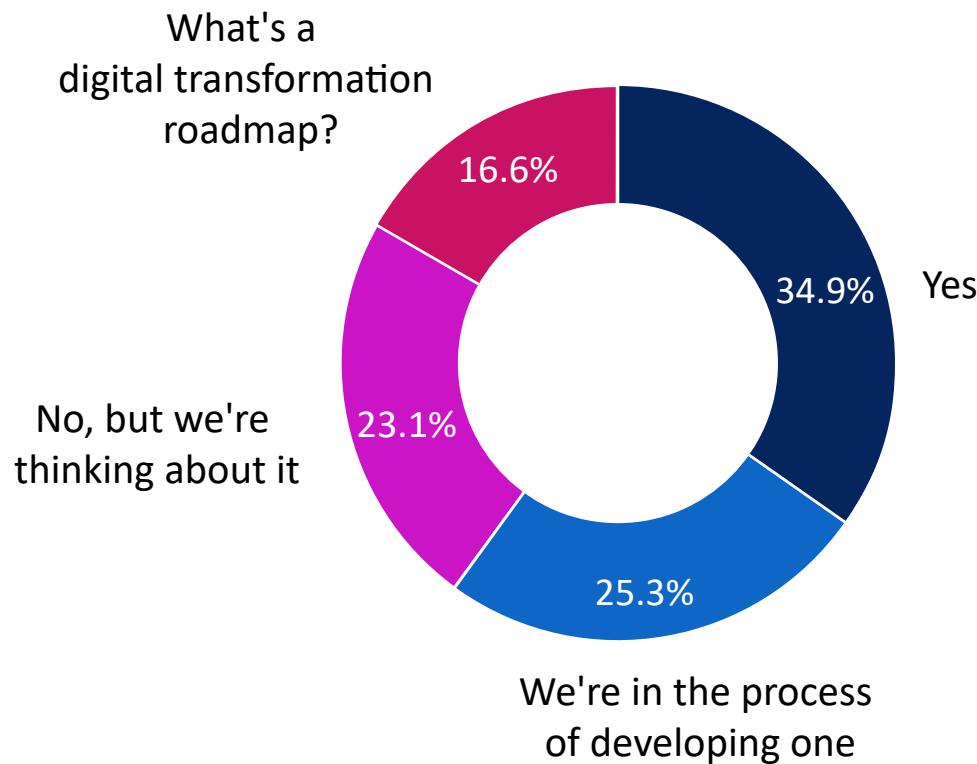
These statistics allude to the notion that many contact centres are still viewed as “cost centres” and that many organisations remain deeply siloed.

# Do You Have a Digital Transformation Roadmap?

## Little More Than a Third of Contact Centres Have a Digital Transformation Roadmap in Place

A key new rule of customer service is that “mobile is the channel of choice” and customers expect it to be easy to contact you through the device.

### Do You Have a Digital Transformation Roadmap?



With this in mind, it is surprising that just 34.9% of organisations have a digital transformation roadmap in place to meet the growing expectations of their customers.

However, this number is likely to rise sharply in the near future, with 25.3% of contact centres saying they are in the process of developing one and an additional 23.1% thinking about it.

### 16.6% of Contact Centres Don't Know What a Digital Transformation Roadmap Is

A digital transformation roadmap provides a detailed analysis of how an organisation can execute a digital strategy, offering online and mobiles services to their customers.

Yet, while the vast majority of industry professionals knew this already, the “digital transformation roadmap” was a new term for 16.6% of our participants.

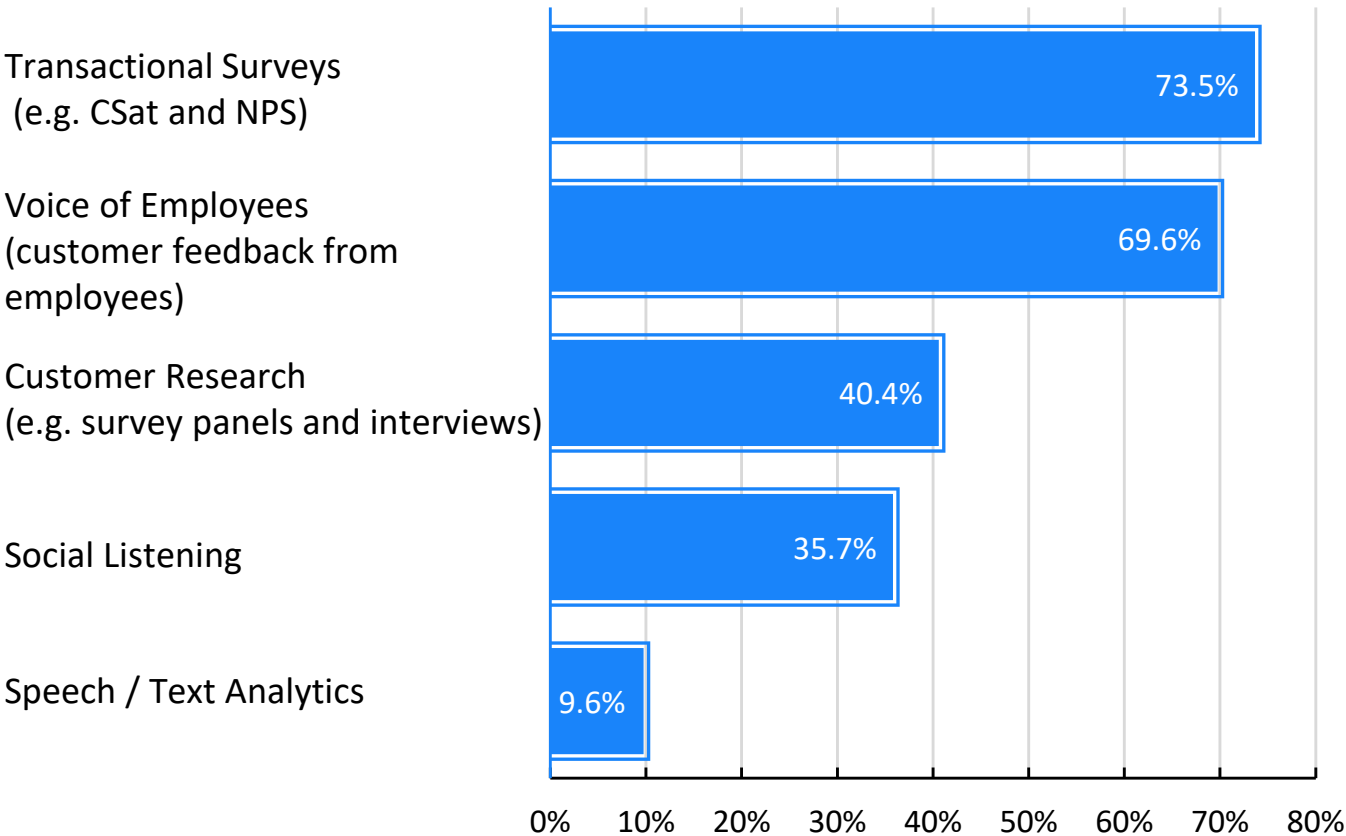
This suggests that many organisations have a long way to go before they can offer the digital service which modern customers expect.

# How Do You Capture Customer Feedback?

## Over 30% of Contact Centres Fail to Listen to the Voice of Employees

According to our findings, only 69.6% of contact centres listen to their contact centre teams when capturing customer feedback.

How Do You Capture Customer Feedback?



Most contact centres use transactional surveys for the same purpose (73.5%), which is surprising due to the comparative amount of effort it takes to send and collate survey results.

While these surveys will serve the purpose of formulating a Customer Satisfaction Score (CSat), Net Promoter Score (NPS) or Customer Effort Score (CES), it is advisors who speak to customers every day, and they can prove to be a terrific source of insight.

## Social Listening Is a Growing Source of Customer Insight

While most organisations use social media platforms as another method to engage with their customer base, most contact centres stick to conventional methods of obtaining customer feedback, through the more established channels.

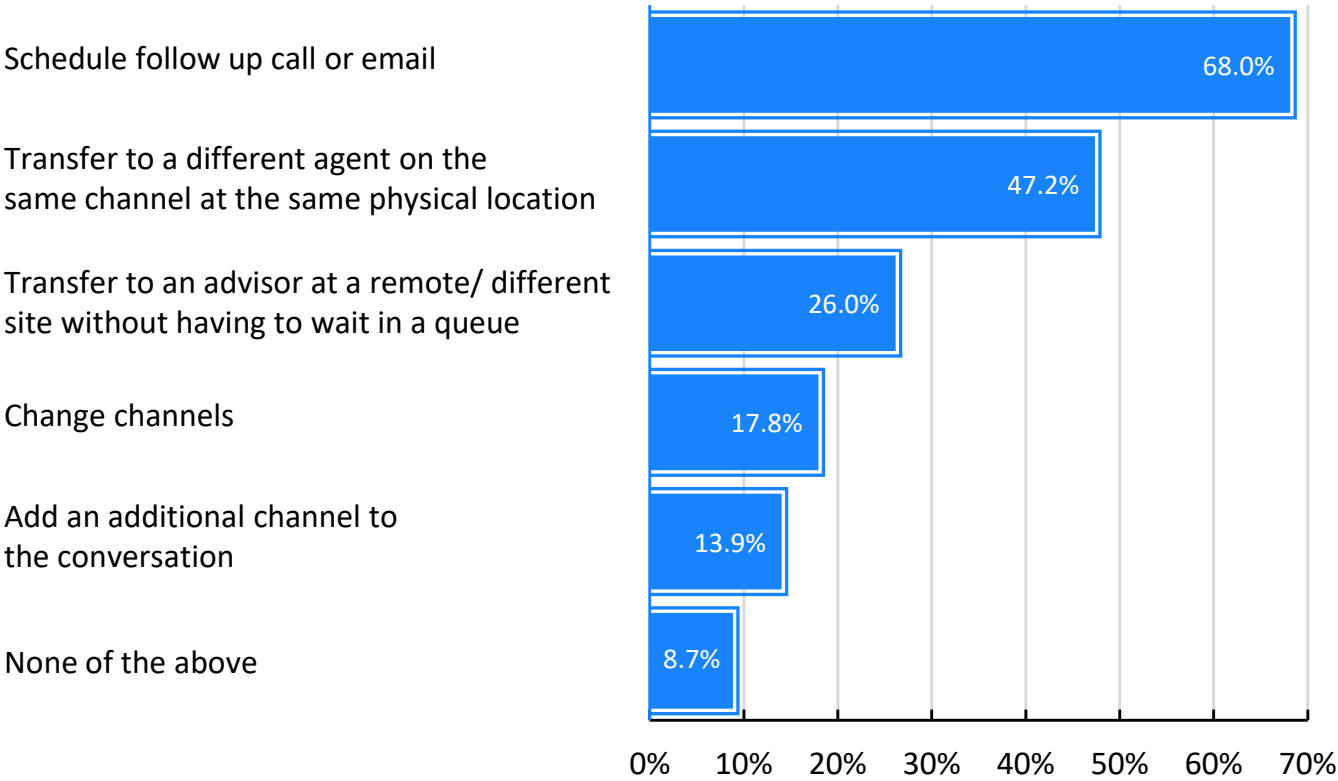
However, social listening is now a technique that 35.7% of contact centres employ, using technology to filter online conversations and an analytics dashboard to gather insight.

# Which Options Do You Provide If an Advisor Is Unable to Resolve a Customer Issue?

## Fewer Than Half of Contact Centres Enable Advisors to Transfer Calls

When unable to resolve a customer’s query, only 47.2% of contact centres enable advisors to transfer the call to another advisor on the same channel, in the same physical location.

### Which Options Do You Provide If an Advisor Is Unable to Resolve a Customer Issue?



In addition to this, when we look at the percentage of contact centres where advisors transfer a contact to an advisor on another site without having to queue, the percentage drops even further to 26.0%.

This capability will likely require an ACD system that is shared between multiple sites, as this is the most sensible way to transfer a call.

## Contact Centres Are Struggling to Get to Grips With Channel Shift

Our research also revealed that just 17.8% of contact centres enable advisors to switch between channels in the hope of best answering the customer's query.

While many contact centres appear to worry about venturing away from the customer's channel of choice, some queries are better suited to certain channels.

For example, queries which require rigorous identification and verification (ID&V) are, for the most part, much simpler to handle on the telephone, as opposed to a channel such as live chat.



# Proactive Customer Service

The proactive customer service chapter is sponsored by Jabra



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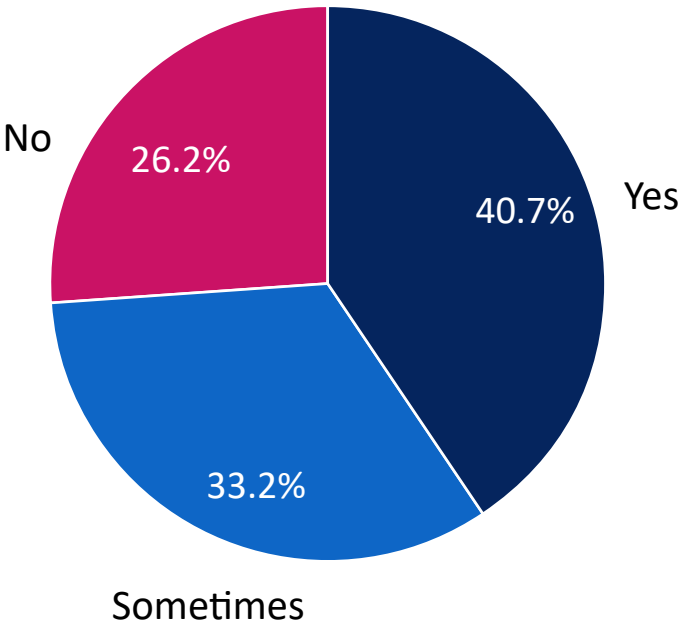
[jabra.co.uk](https://www.jabra.co.uk)

# Do You Proactively Engage With Customers Who Leave Great Feedback?

## Almost Three-Quarters of Contact Centres Respond to Positive Feedback

Our research shows that 73.9% of contact centres engage with positive feedback, in the hopes of leveraging the relationship.

### Do You Proactively Engage With Customers Who Leave Great Feedback?



While this percentage is made up of the contact centres that always do so (40.7%) and those that only sometimes do (33.2%), proactively engaging with customers who leave great feedback has great benefits.

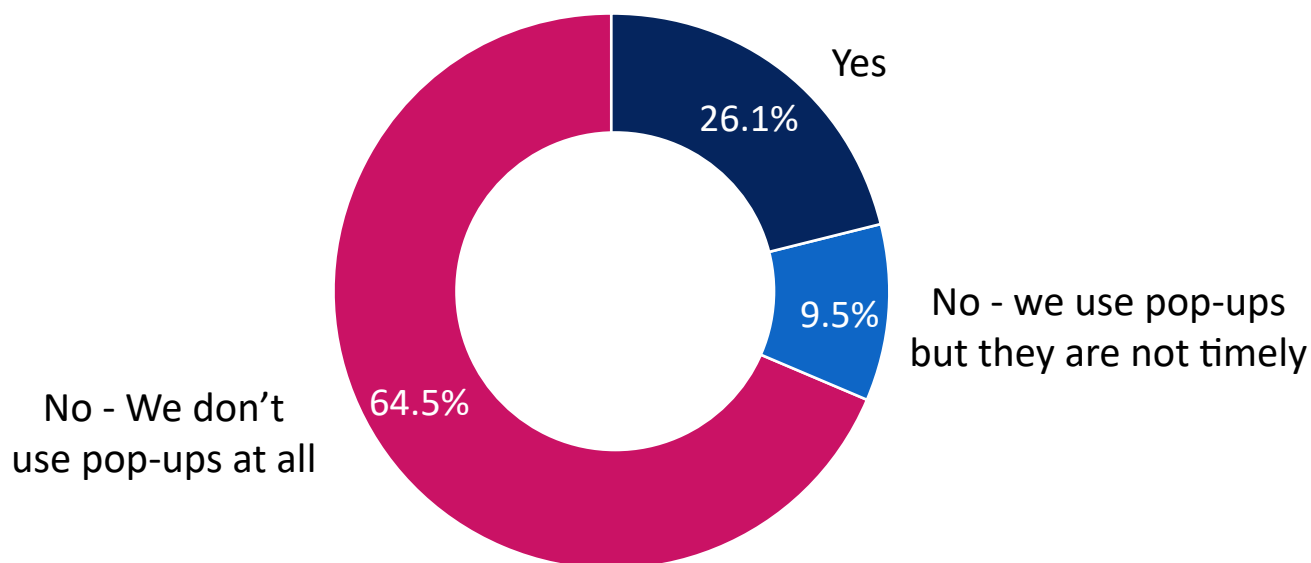
The benefits of doing so will likely include increasing sales through service and increased customer loyalty.

## Do You Use Timely Live Chat Pop-Ups When Customers Are on Your Website?

### Fewer Than a Third of Contact Centres Are Using Live Chat Pop-Ups

64.5% of organisations are not proactively reaching out to potential customers and engaging them in conversation by using pop-ups on their website.

### Do You Use Timely Live Chat Pop-ups When Customers Are on Your Website?



The 26.1% of contact centres that use timely live chat pop-ups will have created rules for when these pop-ups appear on the customer's screen.

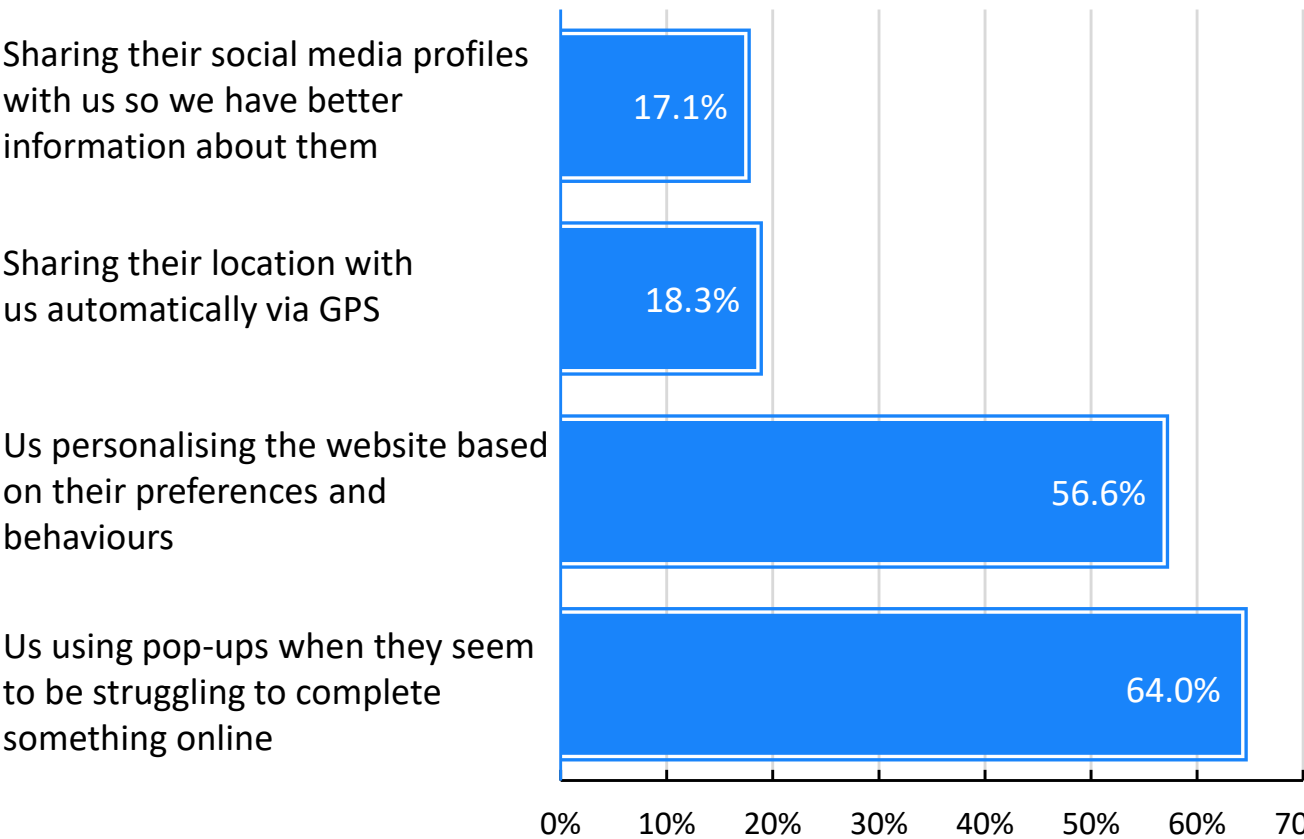
For example, these rules could include moments when the customer has a high-value basket but is taking a long time to check out. A proactive message at this moment can reassure the customer and help them to complete their purchase.

# Personalisation of Customer Service

## Most Organisations Are Hesitant to Ask Customers for Their Social Media Details

Just 17.1% of contact centres believe that their customers would be willing to share their social media profiles with them, so that their organisation can obtain better information about them.

### Most of Our Customers Would be Open to...



The information that a customer leaves on social media could enable your organisation to better personalise the company website, better route contacts and even predict customer behaviour.

Yet it is understandable that most contact centres accept that their customers would likely not be open to this. If there doesn't appear to be any obvious advantage for the customer from doing so, it can all appear a little "creepy".

## **However, Website Personalisation Based on Behaviours Is Much More Accepted**

While the perceived acceptance of customers towards organisations using their personal data – including the data within their social media accounts and their GPS location (18.3%) – remains low, website personalisation is much more accepted.

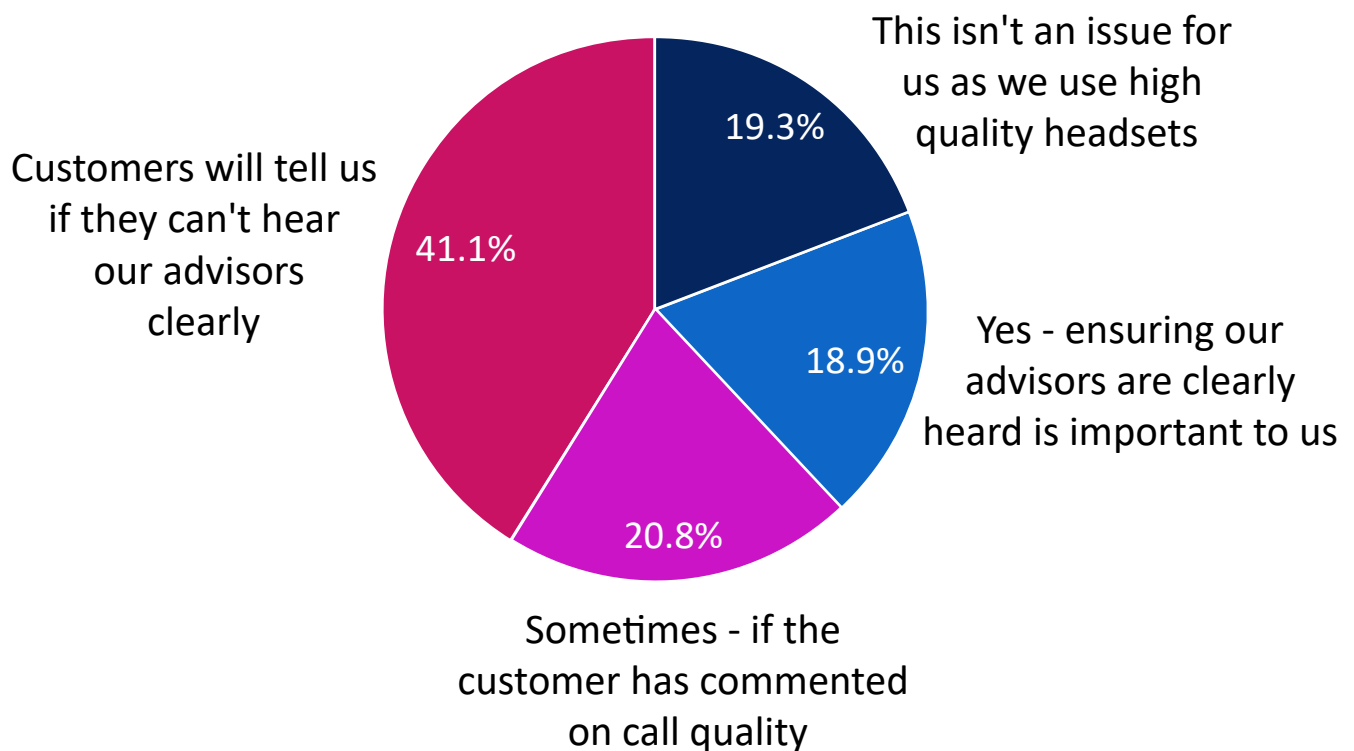
Our research shows that 56.6% of organisations are now confident that their customers have no problem with brands personalising their website based on search history and other behaviours.

## Do You Ever Ask Your Customers About the Voice Quality of the Call?

### 41.1% of Contact Centres Rely on Customer Feedback Regarding Voice Clarity

Despite it being the bread and butter of the industry, over 40% of contact centres rely on their customers telling them whether or not advisors can be heard clearly.

### Do You Ever Ask Your Customers About the Quality of the Call to Ensure Optimal Voice Clarity?



In addition, a further 18.9% of contact centres only ever ask about the quality of the call if the customer has made a comment directly about it.

Surprisingly, as few as 19.3% of our industry professionals were confident enough to report that voice clarity was not an issue in their contact centre as they used high-quality headsets.

# Quality

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Serenova has transformed the customer experience. Over a decade ago, we realised technology didn't exist that could deliver immediate, consistent, and exceptional service. So, we created a true cloud contact centre solution that could.

The result is the ability to unify everything from customer engagement and quality management to analytics. This single source of truth provides brands insights about customer information and experiences as they pivot between channels such as SMS, voice, or Facebook Messenger.

Brands from all industries come to Serenova for our global coverage and deep integrations into the business systems they use every day, creating the opportunity to keep pace with customers by quickly scaling up across the enterprise or out geographically.

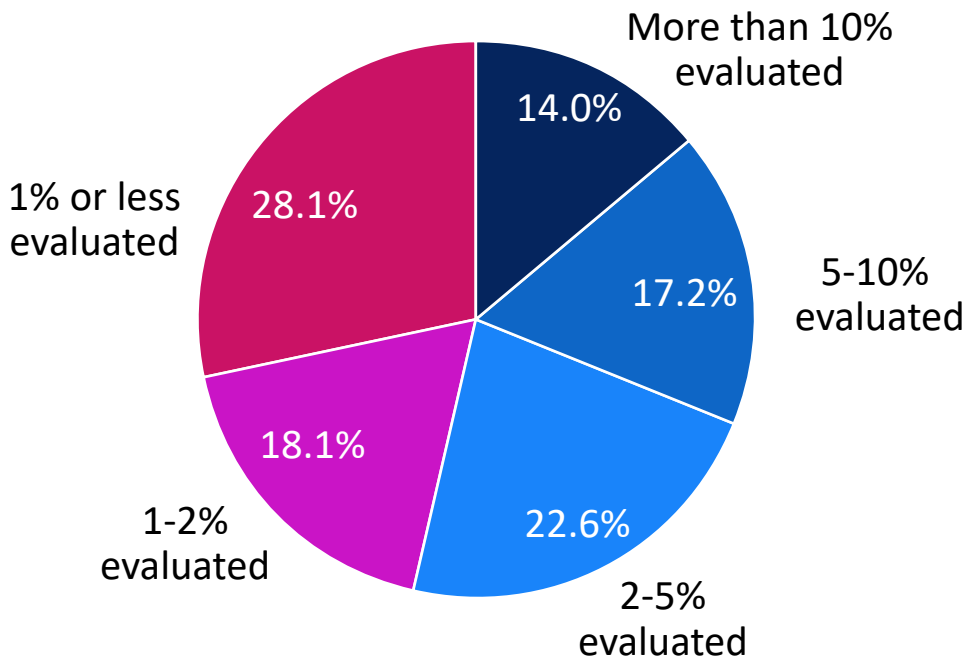
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# What Percentage of the Interactions That Your Contact Centre Handles Are Evaluated for Quality Purposes?

## It Is Most Common to Evaluate Less Than 1% of Calls

28.1% of contact centres assess fewer than one percent of calls for quality purposes, making it the most common option out of all those presented in the chart below.

## What Percentage of the Interactions That Your Contact Centre Handle Are Evaluated for Quality Purposes?



This is not surprising, as many contact centres still randomly select four to six interactions for quality assurance (QA) each month, which will likely equate to fewer than 1% of the advisors’ conversations for that time period.

If we combine that percentage with the percentage of contact centres that evaluate 1–2% of interactions (18.1%), we can conclude that almost half of contact centres (46.2%) evaluate fewer than 2% of their customer contacts for quality purposes.



## **However, 14.0% of Contact Centres Assess More Than 10% of Calls**

Despite the huge percentage of contact centres that assess less than 2% of their contacts for quality, there are also many contact centres that choose to evaluate a much higher percentage.

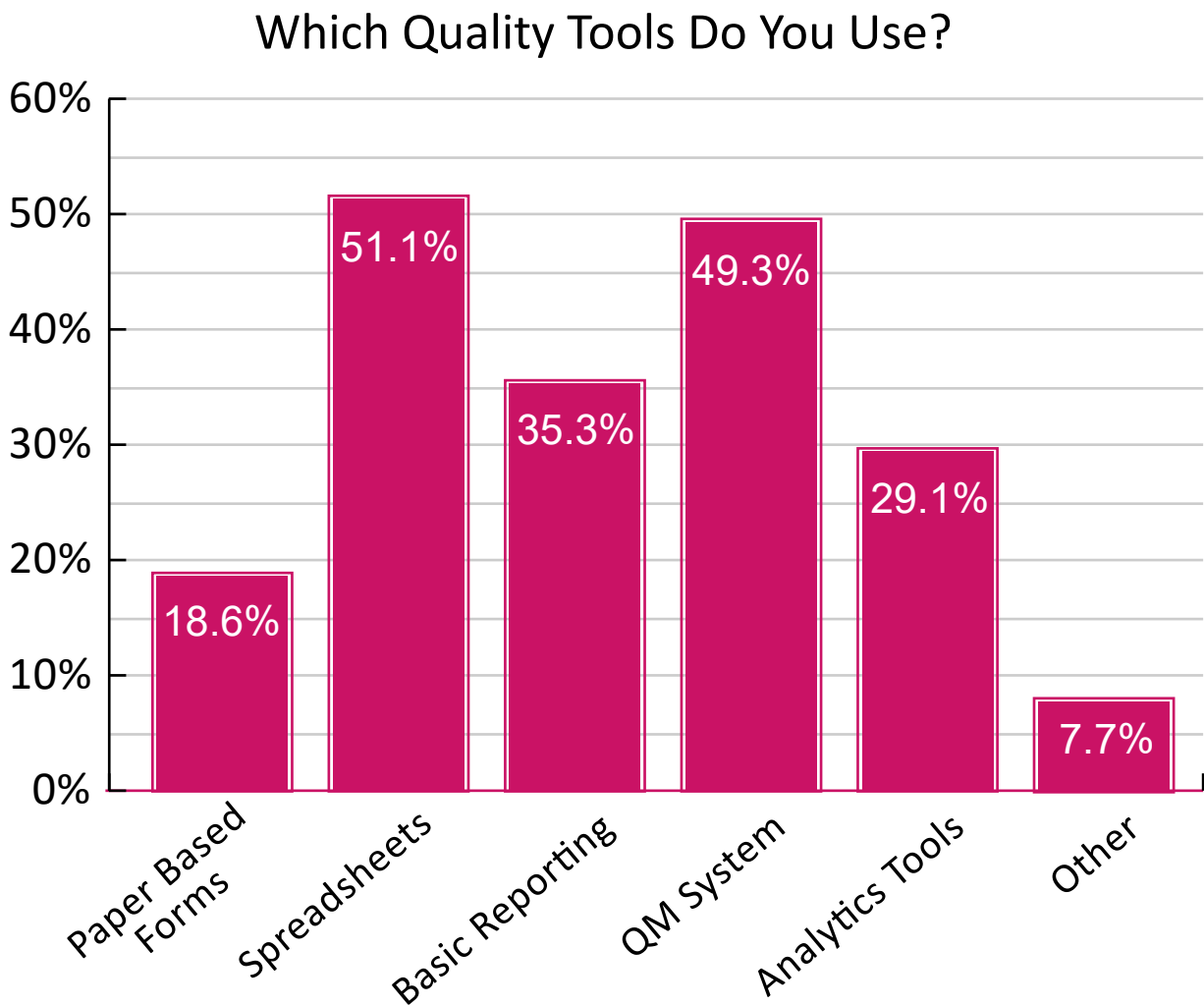
In fact, 17.2% of contact centres are now evaluating between 5% and 10% of their overall contacts, while 14% of our industry professionals reported that they analyse more than 10%.

While analysing over 10% of contacts for QA may seem impractical, it is most likely that many of this 14% are using a speech analytics system to automate much of their quality process.

# Which Quality Tools Do You Use?

## More Than Half of Contact Centres Still Use Spreadsheets for Quality Assurance

Our findings reveal that 51.1% of contact centres still use spreadsheets for QA as a method of filling in scorecards and/or collating the results.



However, as we can see from the chart, the percentages add up to a total of well over 100%.

So, many of the contact centres that use spreadsheets are unlikely to do so for the entire quality process and will instead use the tool in conjunction with others.

For example, a contact centre could still choose to evaluate four or five contacts per advisor every month using spreadsheets, but also use an analytics system. This can help pick the best contacts to assess manually and automate scorecards for the remaining 99% of contacts.

## Quality Monitoring Systems Are Growing in Popularity

When we asked this question to our contact centre professionals in 2018, only 41.0% of our respondents were using a quality management (QM) system.

However, after just one year, our research has found that this percentage has grown by 8.3%, so that a total 49.3% of contact centres are using a quality tool.

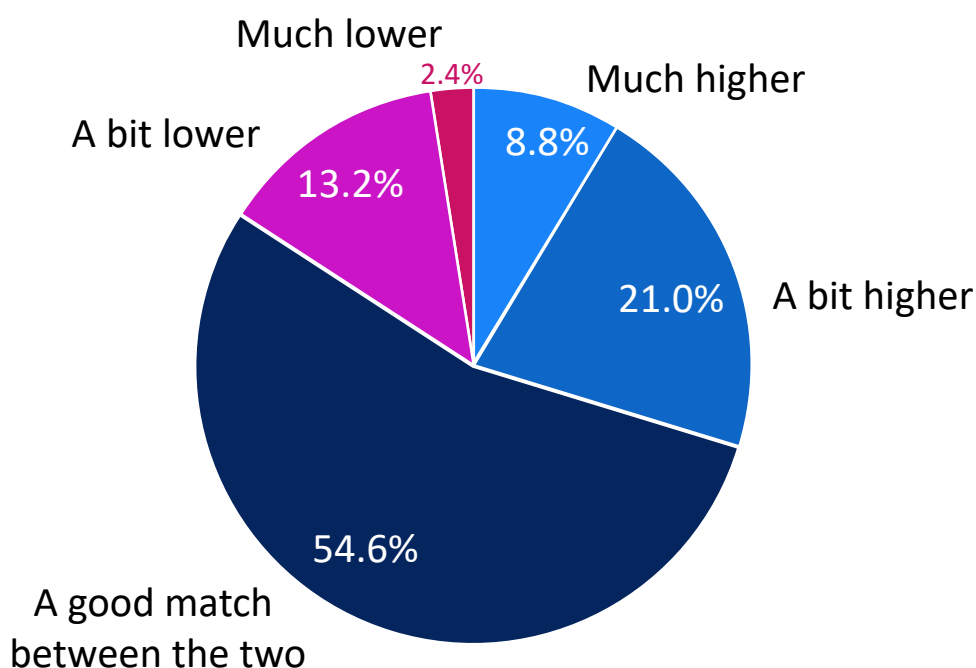
## How Well Do Your Quality Scores Match Your Customer Satisfaction (CSat) Scores?

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**Over Half of Contact Centres Have a Good Match Between Their Quality and CSat Scores**

Generally, it is best to have a good match between your quality and CSat scores, as it is an indication that you are measuring what matters most to your advisors.

### How Well Do Your Quality Scores Match Your Customer Satisfaction (CSat) Scores?



With this in mind, it was great to see that 54.6% of industry professionals have a good match between the two metrics.

In some cases a little bit of skew can be expected, as a quality scorecard will also cover business needs as well as customer needs, e.g. criteria covering topics like compliance.

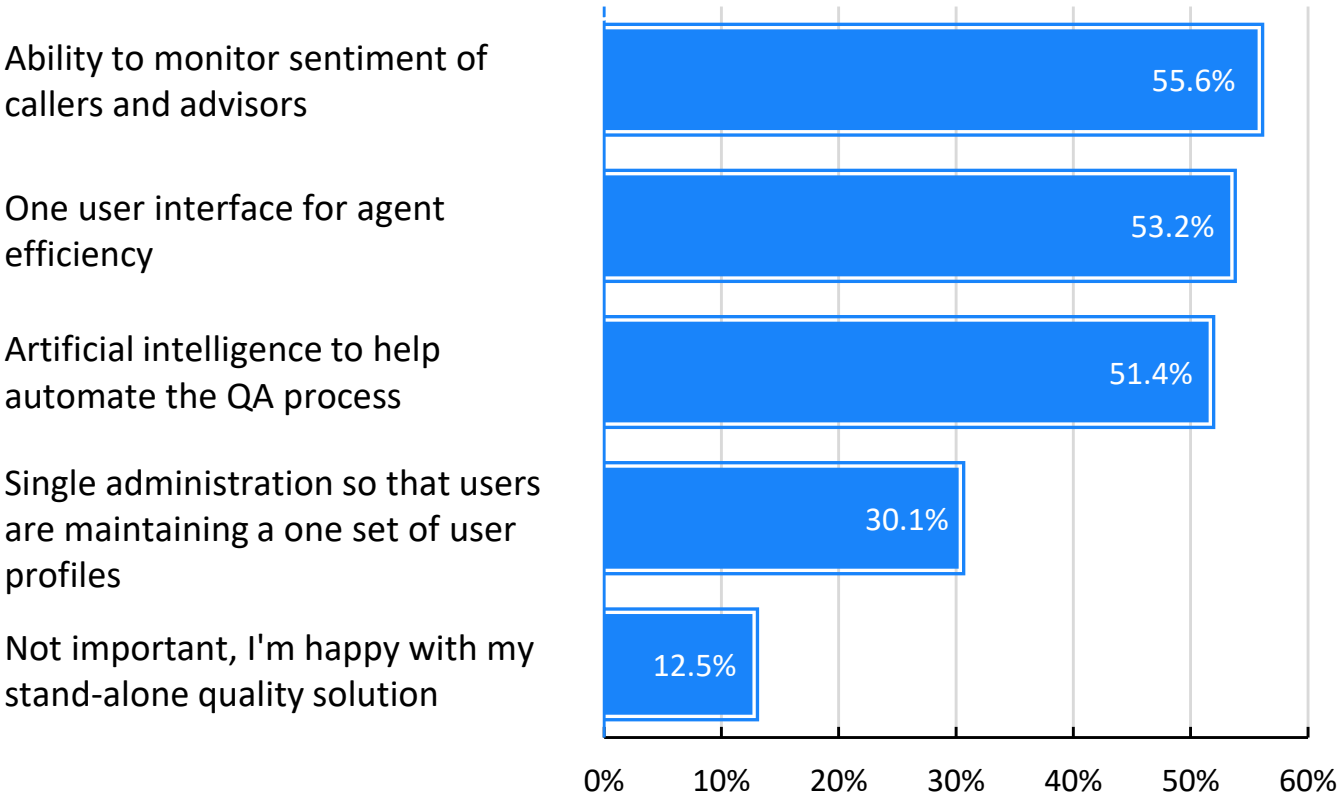
However, if your contact centre is one of the 2.4% with much lower quality scores than CSat scores, or the 8.8% with the opposite problem – it is important to consider whether your scorecard truly reflects what your customers want from your service.

# Which of the Following Benefits Are Most Important to You When Looking at a Quality Management Solution?

## Quality Management Solutions Have Three Key Benefits

In the previous question, we found that QM systems were growing in usage, and our research has found that there are three key factors behind this.

### Which Of the Following Benefits Are Most Important to You When Looking at a Quality Management Solution?



The first factor is the ability to measure the sentiments of customers and advisors, which is an important benefit for 55.6% of contact centres. This fits with the growing industry trend of assessing customer emotion within the customer experience.

The other two key benefits are; having one user interface for advisor efficiency (53.2%) and AI to help automate the QA process (51.4%).

## Only 12.5% of Contact Centres Are Happy Without a QM System

As few as one in eight contact centres believe that QM systems are not important, as they are happy with their current stand-alone quality solution.

Coupling this statistic with the fact that 50.7% of contact centres do not use a QM system, we can conclude that over three-quarters of industry professionals that work without such a system believe that the technology could greatly benefit their contact centre.

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