



How Contact Centres are Delivering Exceptional Customer Service

(2020 Edition)

Spring Survey

A Call Centre Helper Research Paper

Sponsored by



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What We Did

We collected the results of this survey before the UK, US and the majority of Europe went into lockdown.

How Contact Centres Are Delivering Exceptional Customer Service (2020 Edition)

Throughout March 2020, Call Centre Helper readers were invited to take part in the first of our two industry-wide annual surveys.

We asked 18 questions of 213 industry professionals, to find out how contact centres are delivering great customer service to the modern customer. This was done in partnership with Jabra, NICE and RingCentral.

The report covers a number of different industry-related topics, including chapters on customer experience, contact centre metrics and headsets.

We also explore many more areas, including channel mix, changing contact volumes and knowledge management, to get more in-depth insight into the industry today. We hope this will help you to benchmark your contact centre against others.

This report also contains comparisons with some of our findings in our previous reports, so that we can spot some of the key trends that are developing throughout the industry.

We are delighted to share the results with you.

[The data that is included in this report was collected before the COVID-19 crisis took hold in many contact centre operations across Europe and the US]



Executive Summary

People, Process and Technology. These are the three core elements of great contact centre performance.

Our comprehensive report gives unique insights across each of these areas, to show how contact centres are delivering exceptional customer service.

With this in mind, let's take a quick look at some of our most interesting findings.

Contact Volumes are Increasing

While many contact centres have seen overwhelming contact volumes due to the coronavirus outbreak, contact volumes had been steadily increasing even before the crisis.

In fact, 54.7% of contact centres surveyed told us this, almost double those that said contact volumes were decreasing. The remaining participants told us that volumes remained "much the same".

One reason will likely be the rise of digital, with contact centres offering more channels for customers to contact them.

When you offer these communications preferences, customers are more likely to contact you about things that they might have previously overlooked. This gives you the chance to better satisfy them.

Digital Customer Service is Finally Gaining Ground

The percentage of customers phoning into the contact centre rather than using other methods of communication has dropped by more than 5% in the past two years.

This is yet another hint that digital customer service is finally having the impact that many predicted it would years ago – with live chat, social media and even email all growing in terms of usage.

Inbound calls still, however, remain by far the most popular method of communication with customers, with 54.2% of contacts coming through this channel. Yet these results are promising.

Cross-Departmental Communication Remains a Key Problem

Our survey found many barriers to making customer experience easier, with our contact centre professionals pointing towards a number of familiar problems.

These included slow technology, failing policies and lack of budget. However, these were all trumped by a lack communication between departments, which 26.8% of our participants told us was their biggest barrier.

We have all heard of the problem of organizations being "stuck in silos", and this research confirms that this is still a big problem, as departments are failing to work together to improve customer experience.

Customer Surveys are Losing Traction

The terms "survey fatigue" and "spamming" have long been associated with the contact centre, so it was interesting to see a decline in the percentage of contact centres using transactional customer surveys.

Transactional surveys are those that we use to calculate Customer Satisfaction (CSAT) and Net Promoter Scores (NPS), for example. Their usage fell from 73.5% to 61.8% in just one year.

This suggests that contact centres are looking for less invasive ways to measure customer satisfaction, as our survey also saw a growth in the use of speech analytics and other forms of customer research.

Contact Centres are Still Struggling to Measure Advisor Performance

Shockingly, the top two metrics that contact centres are using to measure the performance of their customer service teams are Service Level and Average Handling Time (AHT).

These results were disappointing as Service Level is a measurement of response time, not of outcome.

Targeting advisors on AHT can also be ill-advised, because when advisors are pushed on this metric, bad behaviours creep in and First Contact Resolution (FCR) goes out of the window.

Fortunately, CSAT and Quality Scores were the next most popular metrics for measuring the performance of customer service teams, but – in general – these results were very concerning.

Background Noise is a Problem That Just Won't Go Away

Another disappointing finding from our survey was that a little more than a third of a contact centres (33.8%) had managed to eradicate background noise from interfering with their phone conversations.

While only 10.3% of contact centres admit to background noise being a major problem, 55.9% of those surveyed told us that background noise was only a problem at peak times of the day.

The results show that the use of noise-cancelling headphones and other noise-reduction technologies, like acoustic ceiling tiles, is not as high as many had hoped.

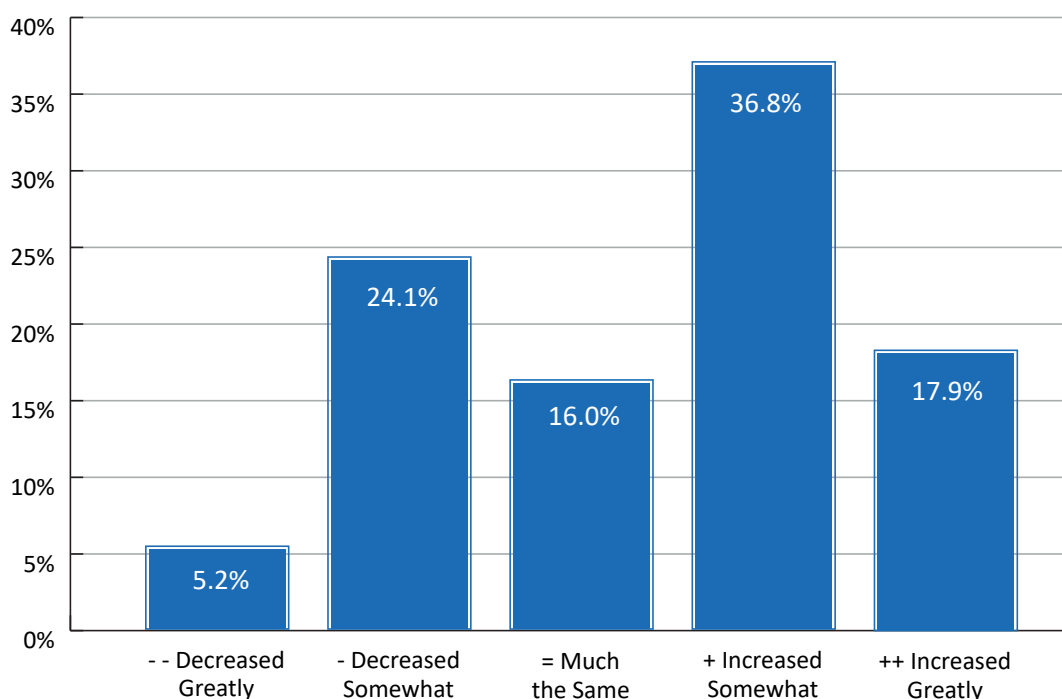
**Are You Delivering
Excellent Customer Service?**

1. In Your Contact Centre, How Have Contact Volumes Changed In the Last 12 Months?

Contact Centres are Getting Busier

For a long time, many have predicted that the contact centre industry will experience a decline as organizations try to make customer journeys as simple as possible. Well, at the moment, the opposite is happening, contact centres are getting busier.

In Your Contact Centre, How Have Contact Volumes Changed In the Last 12 Months?



In fact, over half of the contact centres we surveyed (54.7%) had experienced a rise in contact volumes in the past year, with 17.9% seeing them increase “greatly”.

These results are particularly revealing when we consider that they were collected before the COVID-19 outbreak caused contact volumes to spike in late March and April.

So, why are we seeing such a rise in contact volumes?

The digital revolution is one answer, as contact centres open up new channels, therefore opening themselves up to a new “type” of customer.

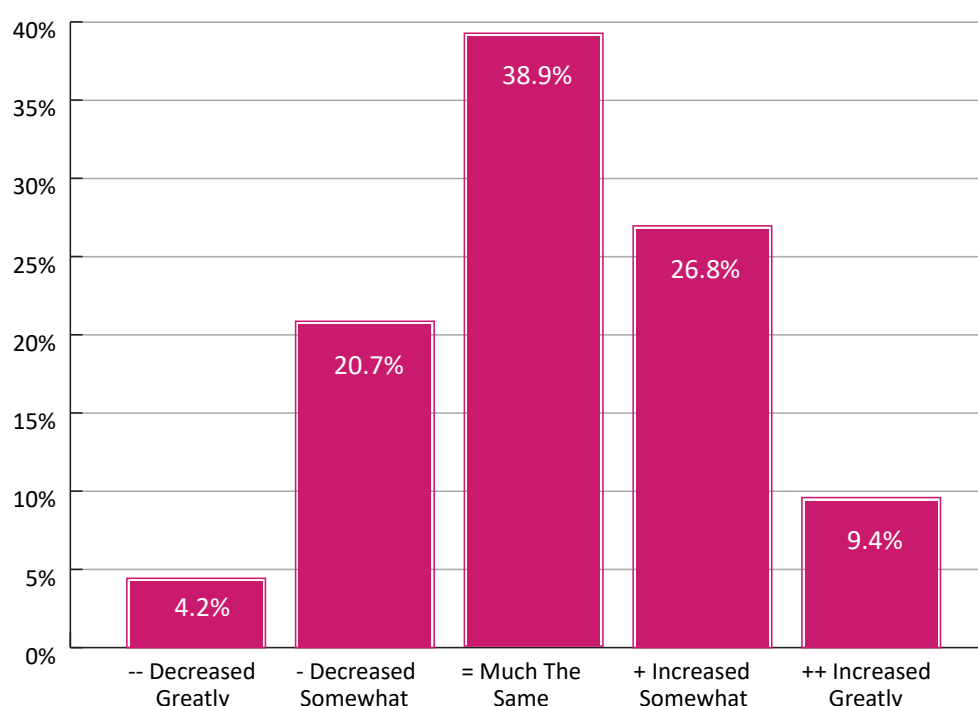
Also, the rise of smartphones is giving customers more information than ever and more to question as a result.

2. In Your Contact Centre, How Have Handling Times Changes In the Last 12 Months on the Voice Channel?

Many Contact Centres are Experiencing Longer Handling Times

A combined 36.2% of contact centres told us that their handling times had increased over the past 12 months, with well over a quarter of those participants stating that they had “increased greatly”.

In Your Contact Centre, How Have Handling Times Changed in the Last 12 Months, on the Voice Channel?



This 36.2% is considerably bigger than the 25.1% of contact centres that reported their contact volumes to have decreased.

Those that had decreased this metric may have implemented new technologies like knowledge bases or wrap-time automation with the aim of lowering handle times by supporting advisors better.

However, the contact centres that have seen increasing handling times will be feeling the consequences of a wider industry trend of self-service taking the simple contact reasons, leaving advisors to deal with the longer, more complex, calls.

For the Most Part, Handling Times are Staying Relatively Stable

The most popular response to this question was that handling times remained “much the same”.

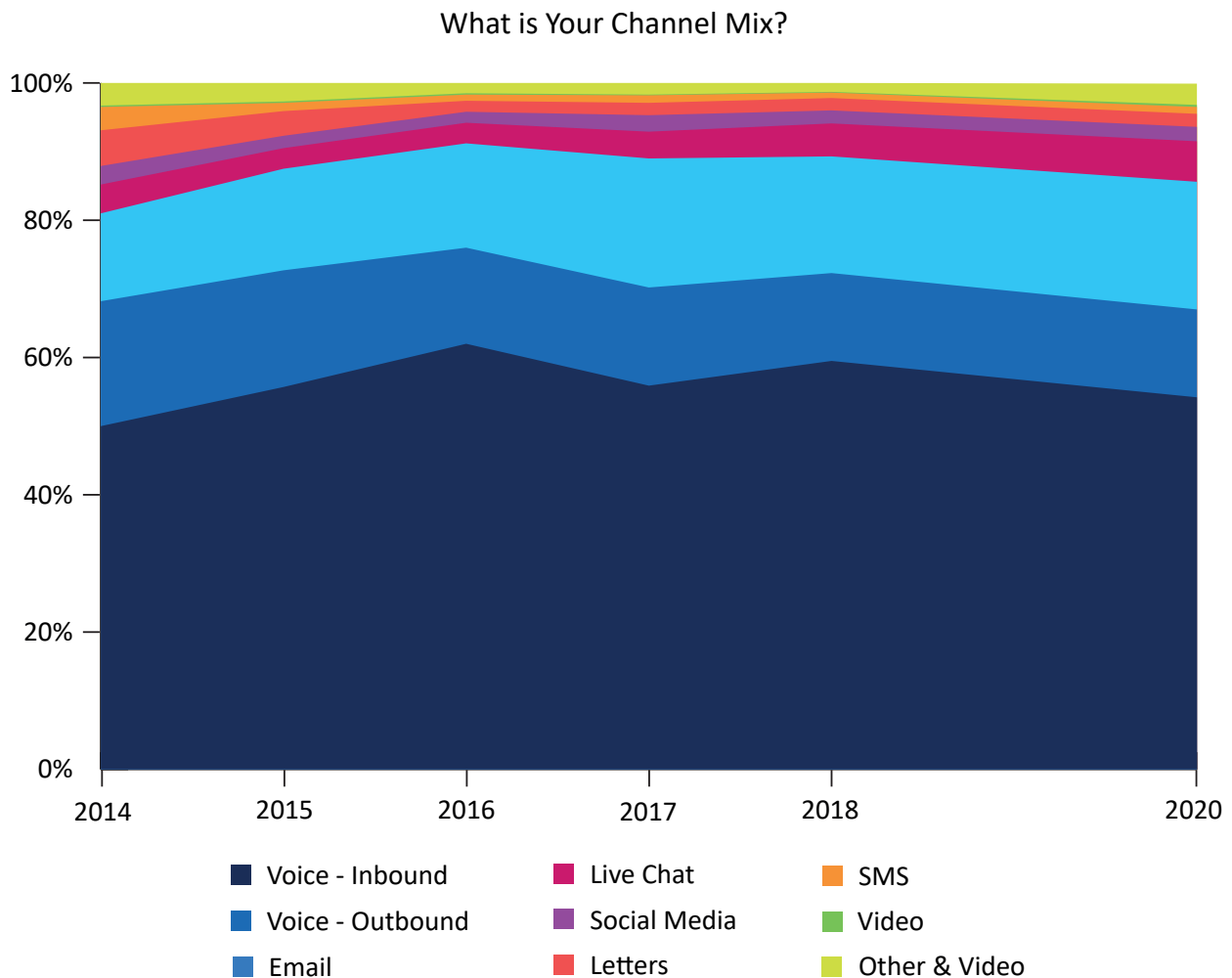
In addition, few survey respondents confirmed that their contact centre had experienced a big change in handle time either way.

These findings are likely because of the 12-month time period covered by the question. As time goes on and self-service and automation continue to grow, call length is expected to increase across the industry.

3. What is Your Channel Mix?

The Digital Contact Centre Revolution is Happening (Finally!)

Compared with other contact centre channels, the percentage of contacts that come through the inbound voice channel has declined by 5.3% in the past two years.



This decline has made way for the continued growth of live chat, while social media and email have also seen an increase in usage over the past 24 months.

From the graph above, we can see that the inbound voice channel actually grew in usage from 2014 to 2016, but has been steadily decreasing ever since.

What is Your Channel Mix?

	2014	2015	2016	2017	2018	2020
Voice - Inbound	50.0%	55.7%	62.0%	55.9%	59.5%	54.2%
Voice - Outbound	18.2%	17.0%	14.0%	14.3%	12.8%	12.8%
Email	12.8%	14.8%	15.2%	18.8%	17.0%	18.6%
Live Chat	4.2%	3.0%	3.0%	3.9%	4.8%	5.9%
Social Media	2.7%	1.8%	1.6%	2.4%	1.9%	2.1%
Letters	5.2%	3.6%	1.6%	1.8%	1.8%	1.9%
SMS	3.4%	1.2%	0.9%	1.1%	0.8%	1.0%
Video Chat	0.2%	0.2%	0.2%	0.1%	0.1%	0.3%
Other	3.3%	2.7%	1.5%	1.7%	1.3%	3.1%

One explanation for this might be that live chat and social media burst onto the scene with a lot of hype at the start of the decade – but didn't have the expected impact, and people reverted to the phone.

Now, as everyone has become a little more tech savvy, people feel more comfortable in using digital channels, and contact centres have become more proficient at offering great service on them.

Remember, we are all on a digital journey, we're just at different phases.

There are Other Channels Too

One of the more glaring takeaways from the table above is that channels categorized under the term "other" had grown from 1.3% in 2018 to 3.1% in 2020.

So, what are these channels that have experienced such rapid growth?

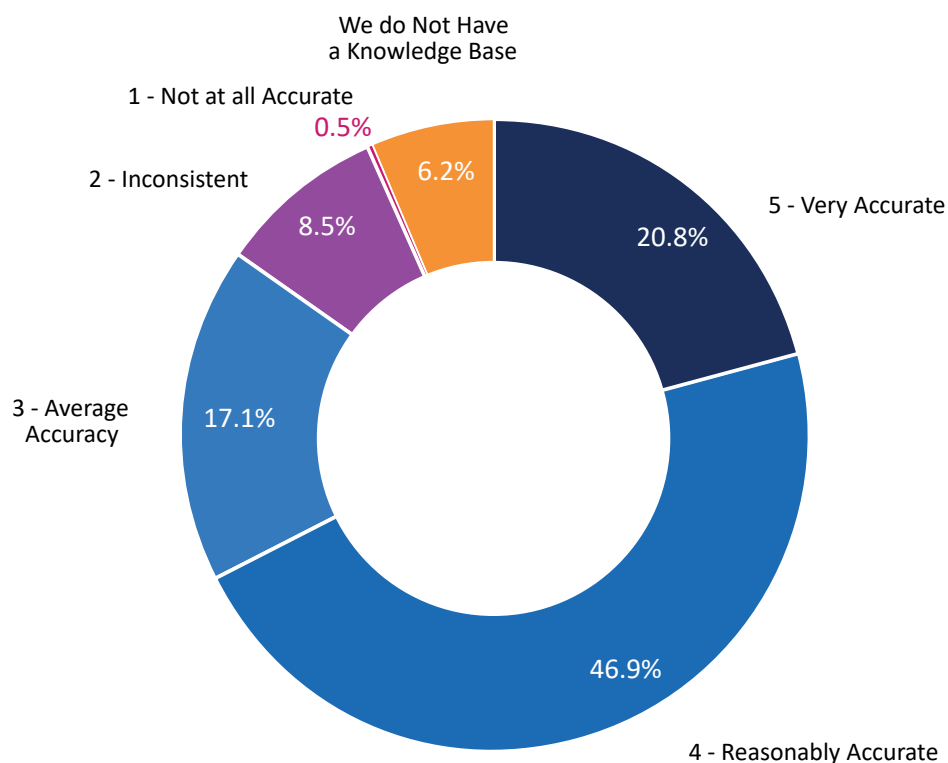
The likely answer is messaging apps, with many contact centre technology vendors now pushing out asynchronous messaging capabilities, allowing businesses to communicate with customers via WhatsApp, Messenger and WeChat.

4. On a Scale of One to Five, How Accurate is the Information Within Your Knowledge Base?

Just One Fifth of Contact Centres Have “Very Accurate” Information Within Their Knowledge Base

Only 20.8% of contact centre professionals could confidently state that their knowledge base contained “very accurate” information that would help solve customer queries.

On a Scale of One to Five, How Accurate Is the Information Within Your Knowledge Base?



This is a worry, as a knowledge base that isn't kept up to date can become a source of frustration for advisors, while the wider business will have doubts over using information from within it in order to improve customer experience.

It is, however, good to see that the majority of contact centres are taking steps to keep insights “reasonably accurate” or at least of “average accuracy”.

For those that responded with “inconsistent” or “not at all accurate”, it may be time to either rebuild the knowledge base from scratch or abandon the project altogether. Right now, it could be doing more harm than good.

There's Good News in the Findings Too!

On a more positive note, just 6.2% of contact centres responded to this question by confirming that they have not yet installed a knowledge base. This means that the overwhelming majority of contact centres now have the technology.

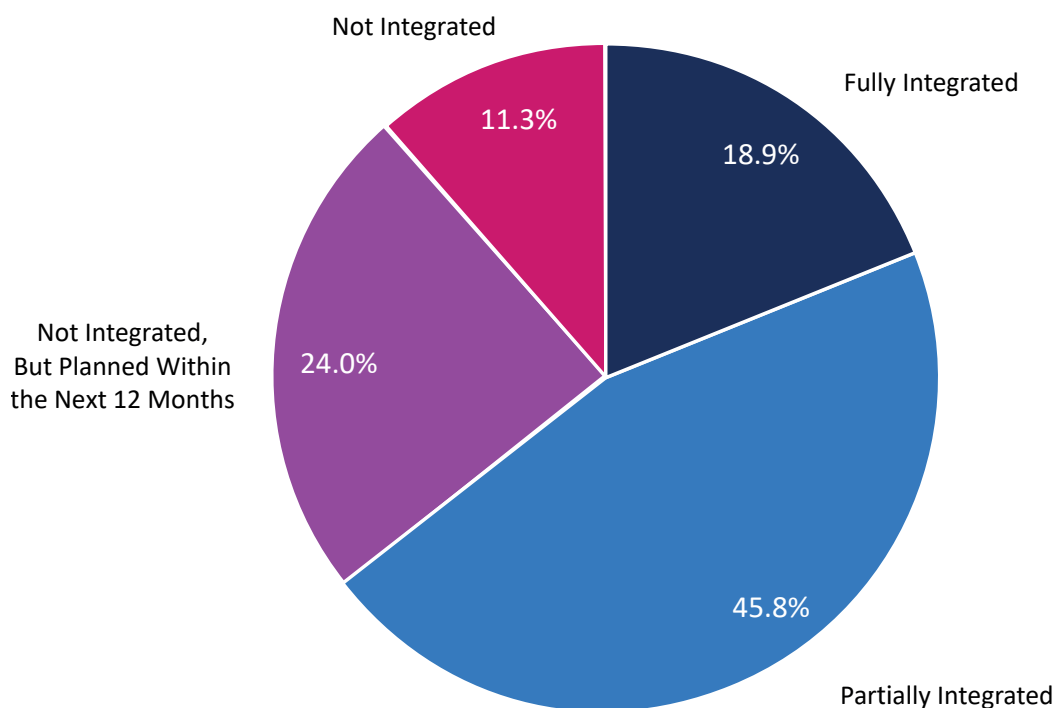
Having this technology offers contact centres the chance to lower training time (and therefore costs!), reduce call escalations and share insights with the wider organization.

5. Is Your Contact Centre Integrated With Your CRM Platform to Provide Insights on Customer Interactions?

CRM Integrations are at Last Becoming the Norm

64.7% of contact centres have at least some integration between the CRM system and their other technologies, helping to improve the advisor working environment.

Is Your Contact Centre Integrated With Your CRM Platform to Provide Insights on Customer Interactions?



In addition, 24.0% of contact centres are planning to add their first CRM integration within the next 12 months, leaving just 11.3% of contact centres with no immediate plans to begin the CRM integration process.

These results highlight major growth within the industry, with even a simple integration between the CRM and agent desktop freeing up advisors from numerous manual tasks.

Full Integration is Still a Far-Away Prospect for Most

Of the 64.7% of contact centres that currently have CRM integration, less than a third have been able to connect the CRM with every applicable contact centre technology.

Yet this is no mean feat, as there are many technologies the CRM can be integrated with to improve customer service, including call routing software, dashboards and many more complex technologies, like artificial intelligence (AI).



Customer Experience

The Customer Experience chapter is sponsored by NICE

NICE is a global enterprise software provider that enables organizations to improve customer experience and business results, ensure compliance and fight financial crime.

Our mission is to help our customers build and strengthen their reputation by uncovering customer insight, predicting human intent and taking the right action to improve their business.

We do this by capturing large amounts of structured and unstructured data (customer interactions, and transactions) from multiple sources. We then apply analytics to this data to provide real-time insight and uncover intent.

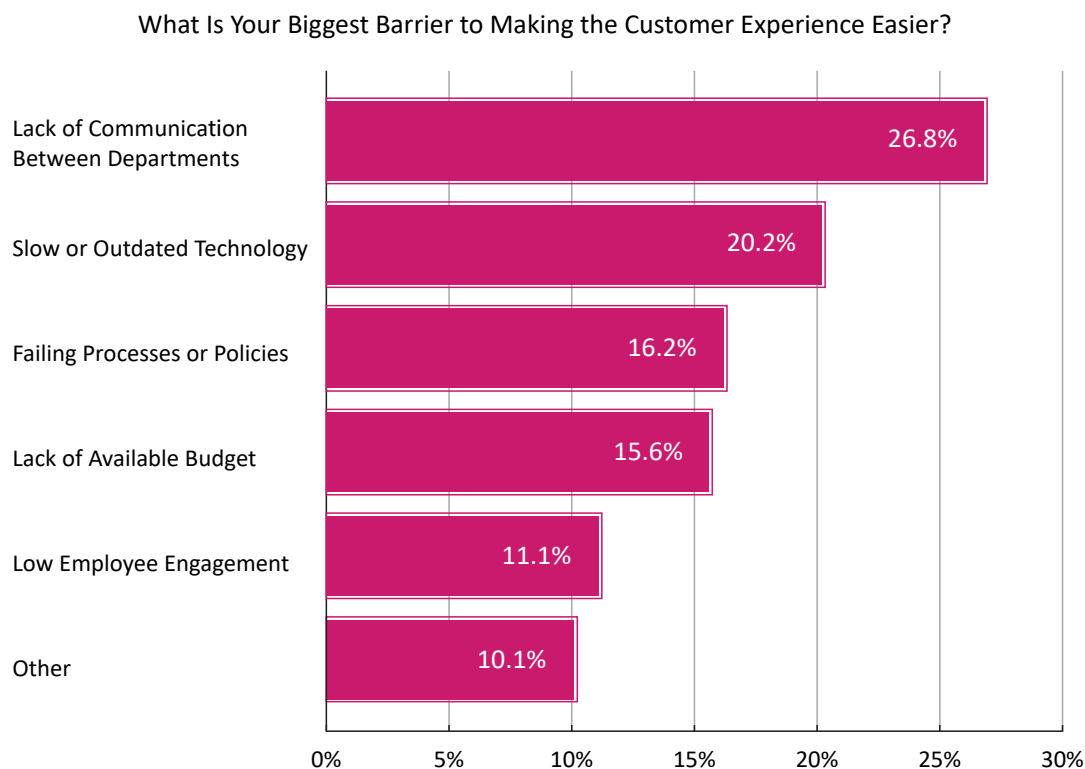
Our solutions allow organizations to operationalize this insight and embed it within their daily business processes, empowering them to provide better service, motivate and engage employees and identify potential risk to the enterprise.

www.nice.com

6. What is Your Biggest Barrier to Making the Customer Experience Easier?

Old Problems are Still Damaging Customer Experience

Unsurprisingly, the classic problem of departments not working closely enough with one another came out as the biggest barrier to good customer experience, with 26.8% of survey participants claiming this to be their “biggest barrier”.



In addition, familiar issues, including slow or outdated processes (20.2%), failing processes and procedures (16.2%) and lack of available budget (15.6%), were reported to still be major blockers to good customer experience.

There Are Other Barriers to Good Customer Experience

While most survey participants claimed the long-standing industry issues discussed above to still be the biggest barriers, 10.1% of our contact centre professionals selected “other”.

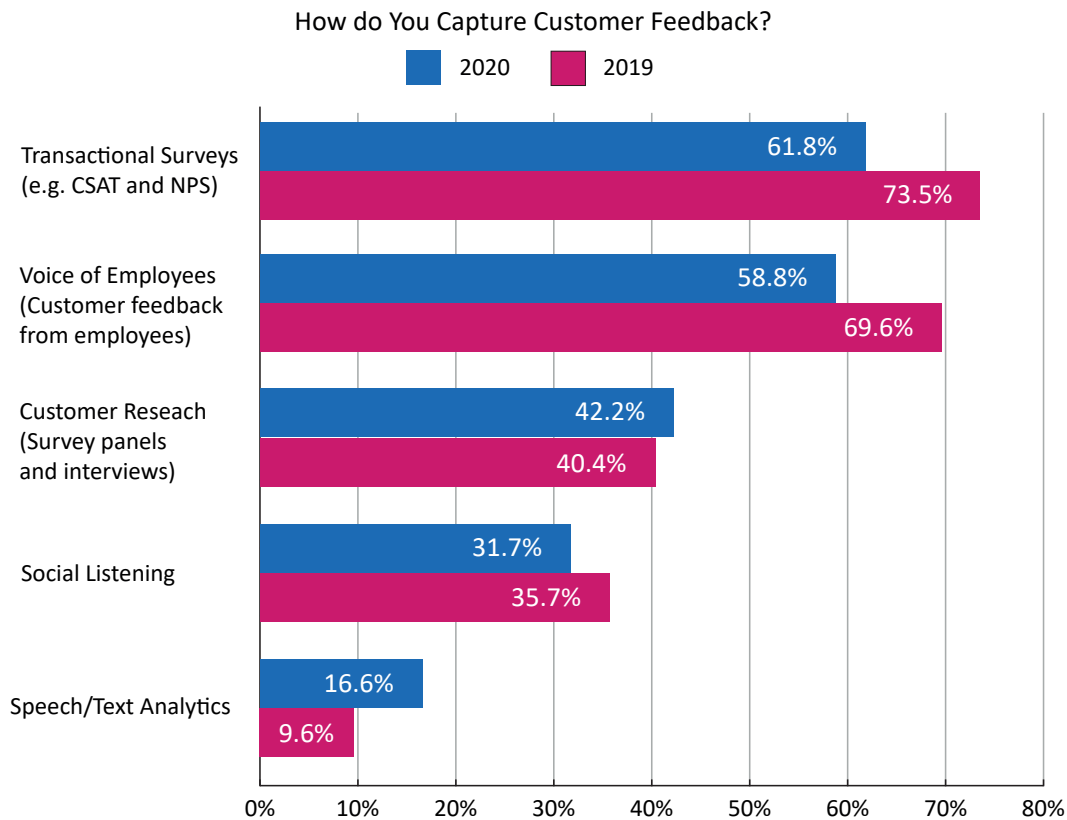
They then wrote in to us to explain what exactly these barriers were, and we’ve highlighted the most common responses below:

- Conflicting business priorities
- Integrating technologies
- Low forecast accuracy
- Creating time for coaching
- Failing to understand customer journeys

7. How do You Capture Customer Feedback?

Contact Centres are Changing How They Gather Feedback

In just one year, we have seen a shift in the way that many organizations are gathering customer feedback, with many contact centres abandoning traditional methods for doing so.



It was not a surprise to see that the use of transactional surveys, which are used to find certain metric scores, is in decline, as the industry looks to move away from “spamming” customers and causing survey fatigue.

However, it was a worry to see fewer brands talking to advisors and asking them to relay common customer concerns. This free resource can be a goldmine.

Surveying is Becoming More Sophisticated

The use of speech analytics as a method for analysing conversations to find customer insights has increased from 9.6% in 2019 to 16.6% in 2020 – highlighting that analytics technologies are finally starting to make an impact on the contact centre industry.

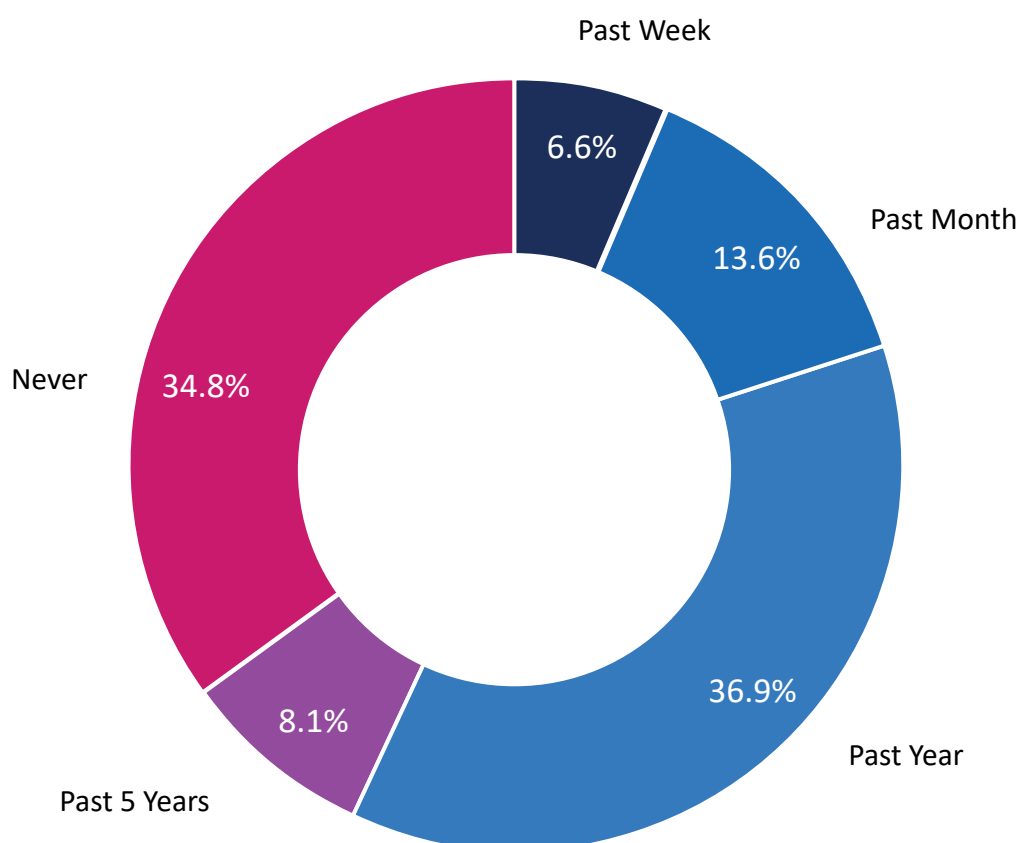
Customer research initiatives – like customer panels, focus groups and interviews – have also grown in popularity in the last year, suggesting that many contact centres are looking to gain a deeper understanding of their customers.

8. When did You Last Carry Out Customer Journey Mapping?

Over a Third of Organizations Have Still Not Mapped the Customer Journey

34.8% of contact centres have never carried out a customer journey mapping initiative, with a further 8.1% not doing so in the past five years.

When did You Last Carry Out Customer Journey Mapping?



On the other hand, it was good to see that almost a fifth of contact centres had done so in the past month, many of which had done so in the past week.

This shows the varying attitudes towards customer journey mapping across the industry, as many organizations seem happy to stick with more traditional methods of doing business with customers.

Is the Lack of Journey Mapping Damaging Internal Communication?

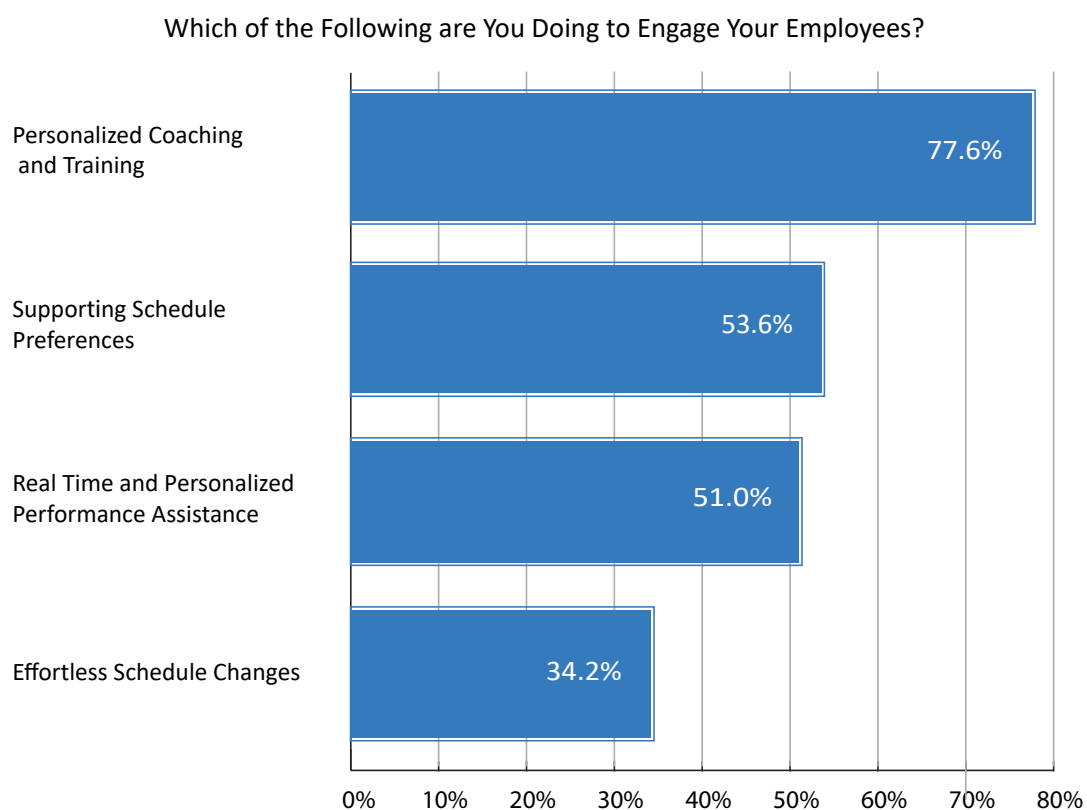
We must remember that journey maps are best used as a business tool to increase collaboration across the business, to ensure everyone pulls together to meet organizational goals, knowing exactly what they're responsible for.

So, for the 26.8% of contact centres that told us cross-departmental communication was their biggest customer experience barrier (in [question 6](#)), customer journey mapping may be a key initiative to look into if it's not something they're already doing.

9. Engaged Employees Provide Better Customer Experiences. Which of the Following are You Doing to Engage Advisors?

Over Half of Contact Centres are Now Supporting Advisor Schedule Preferences

53.6% of contact centres have now set up initiatives to help support advisor schedule preferences, indicating that contact centres are quickly realizing that workforce management (WFM) is a key ingredient to employee engagement.



While this could include anything from managing leave in hours and not days, so an advisor doesn't have to take a whole day off if they're only busy for a couple of hours, to using technology for "shift bidding", these results show a clear step in the right direction.

Also, an additional 34.2% of contact centre have made the process of changing schedules effortless, with agents using technology to submit requests instead of having to approach a WFM planner.

Over Half of Contact Centres Offer Real-Time Performance Available

51.0% of contact centres are looking to improve employee engagement, and therefore customer experience, by ensuring support mechanisms are in place so advisors get help in real time.

Again, this could include anything from having a leader/coach constantly walking the floor ready to offer their guidance at any point, to installing an "agent-assist" bot to serve up helpful advice to the team while they speak to customers.



Metrics

The Metrics chapter is sponsored by RingCentral

RingCentral utilizes both CCaaS and UCaaS in the cloud to provide fresh approaches for Contact Centres and customer engagement at any size organization.

Our powerful solutions are tightly integrated, making it easier for companies to increase agent performance and enhance the customer experience across all interactions throughout the entire organization.

RingCentral provides an open platform that integrates with today's leading business apps while giving customers the flexibility to customize their own workflows.

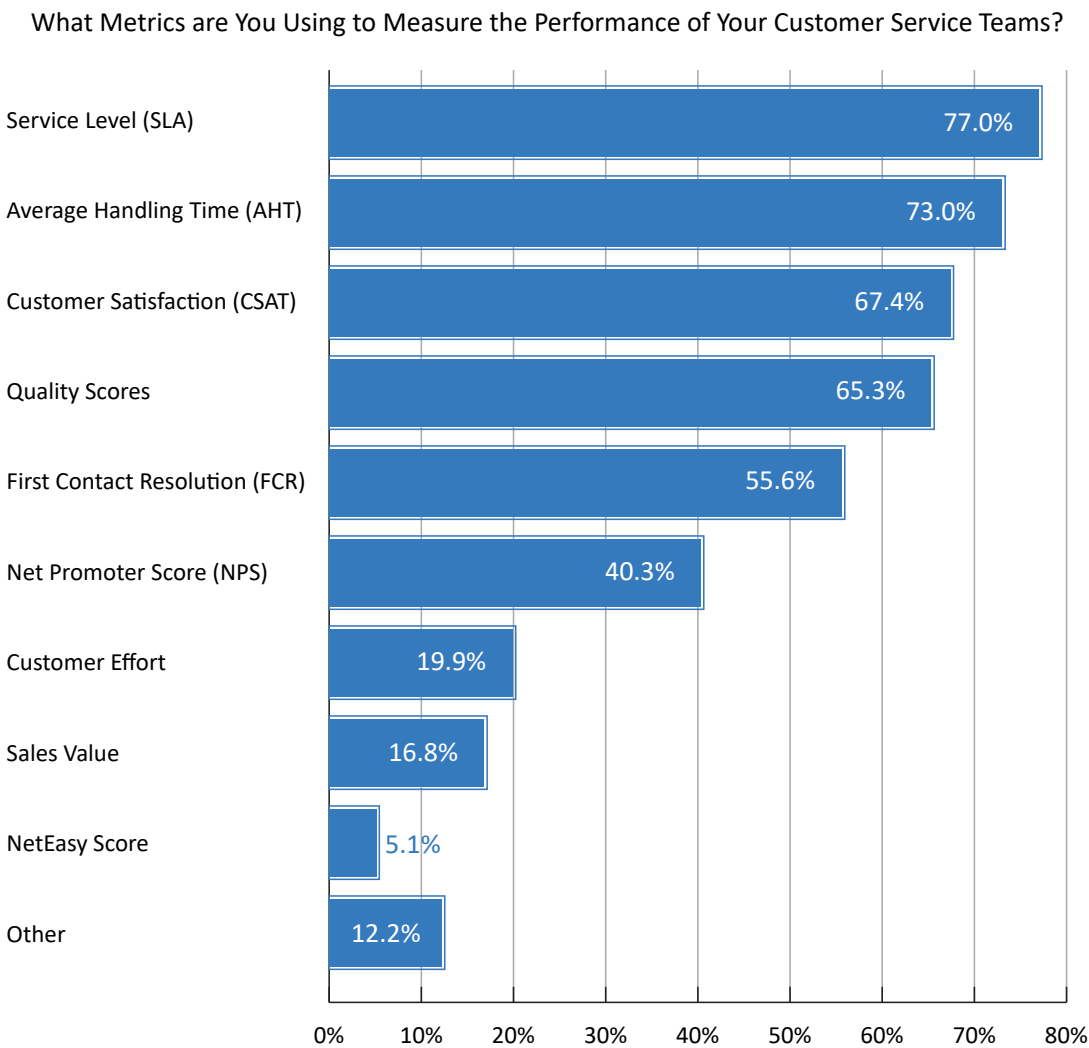
RingCentral is a leader in the 2019 Gartner Magic Quadrant for Unified Communications as a Service Worldwide for the fifth consecutive year.

www.ringcentral.co.uk

10. What Metrics are You Using to Measure the Performance of Your Customer Service Teams?

Contact Centres are Using Metrics to Put Unfair Pressure on Advisors

Shockingly, the most commonly used metric to assess team performance is Service Level (SLA), with 77.0% of contact centres using the metric in this way.



However, SLA should only be a target and measure for the WFM team, as it shows how successful they have been in predicting contact volumes and scheduling advisors against that forecast.

In addition to this, the second most widely used metric that's used to measure the performance of customer service teams is Average Handling Time (AHT). This is again bad practice, as it can cause advisors to rush through calls, leading to lower First Contact Resolution (FCR) rates.

There are Many More Metrics Used to Assess Advisor Performance

While all of the classic metrics for measuring advisor performance were included in the chart above, 12.2% of contact centres also said that they were using "other" metrics.

When choosing the "other" option, participants were asked to tell us what those were.

Their responses included:

- Schedule Adherence
- Sales Revenue and Conversion
- Mystery Shopping Metrics

While each of these can be good metrics to assess performance, we did find other metrics being used for this purpose that really shouldn't be. These included:

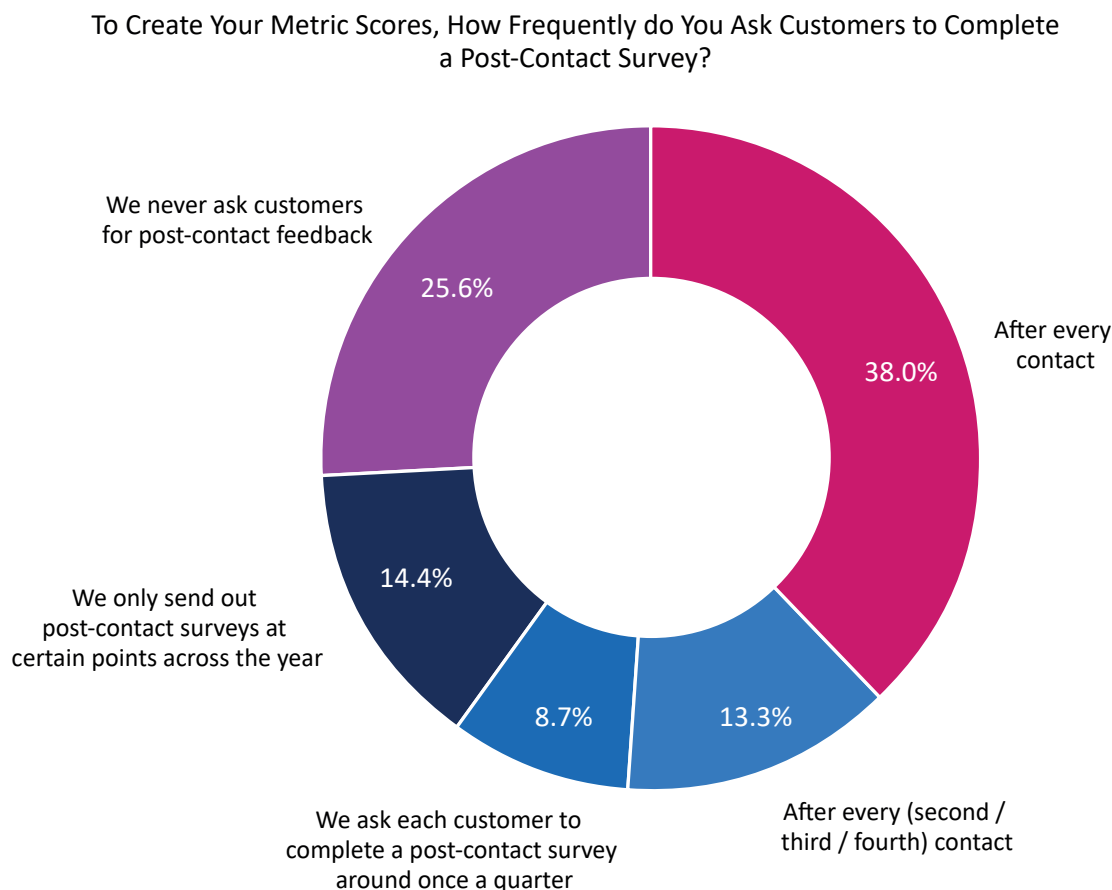
- Occupancy
- Utilization
- Abandon Rate

Once again, these are all metrics that should only be used by the WFM team; they should not be applied to the wider customer service team, because they have no control over them.

11. To Create Your Metric Scores, How Frequently do You Ask Customers to Complete a Post-Contact Survey?

38% of Contact Centres Ask for Feedback After Every Interaction

Well over a third of contact centres ask customers to complete a post-contact survey after every interaction that they have with them.



While it may only be a quick one-question survey to collect a CSAT or NPS score, the wider impact that this has on customer experience is questionable.

For example, if a customer were to call in twice in the same day regarding the same issue, how would they feel about being asked to complete the same survey twice?

It is for this reason that some contact centres now only survey customers after a certain number of contacts (13.3%), once a quarter (8.7%) or at certain points in the year (14.4%).

More Than a Quarter of Contact Centres Never Ask for Post-Contact Feedback

Another interesting finding from this chart is that 25.6% of contact centres never ask customers to complete a post-contact survey to create metrics scores.

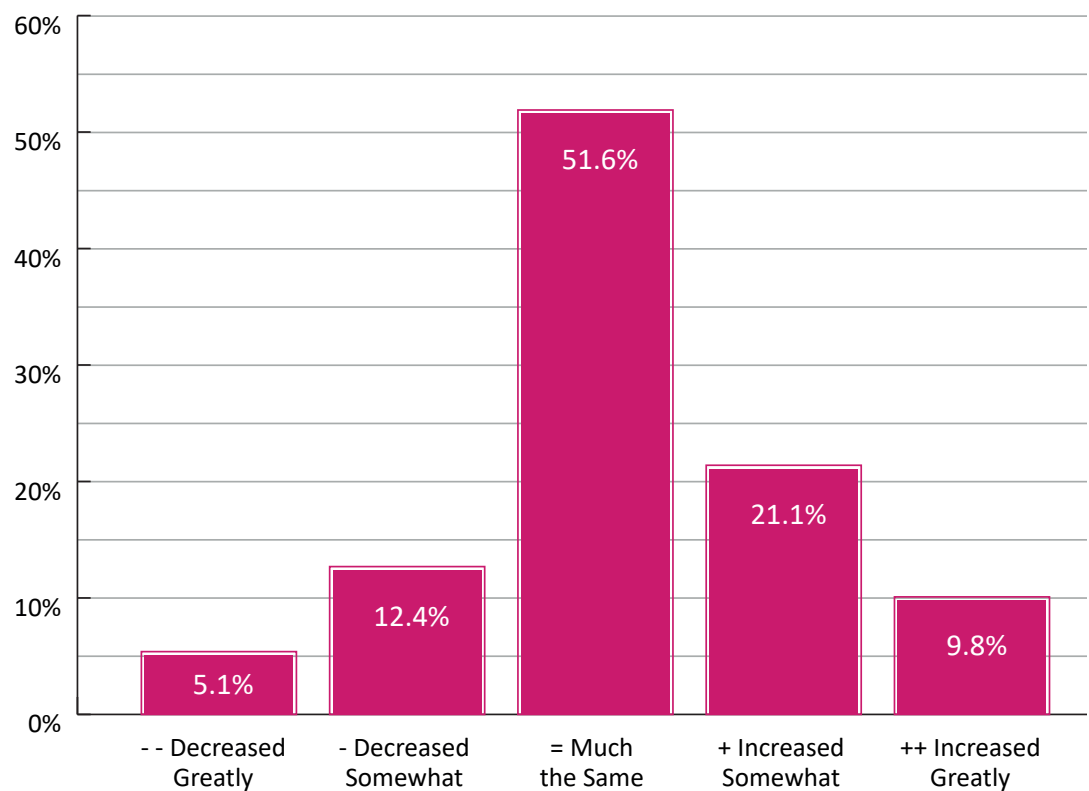
This shows that contact centres may be growing more sophisticated in how they create certain metrics scores, whether that's through a dashboard process or an analytics system.

12. In Your Contact Centre, How Have Attrition Rates Changed In the Last 12 Months?

Contact Centre Attrition is a Growing Problem

For the most part, the majority of contact centres (51.6%) reported that their attrition rates have remained “much the same” as they were 12 months ago.

In Your Contact Centre, How Have Attrition Rates Changed In the Last 12 Months?



However, when we dig a little deeper, we can see that attrition figures are increasing in more contact centres than they are decreasing in.

In fact, attrition rates have increased in 30.9% of contact centres, whereas only 17.5% of contact centre reported decreasing levels of contact centre attrition in the past year.

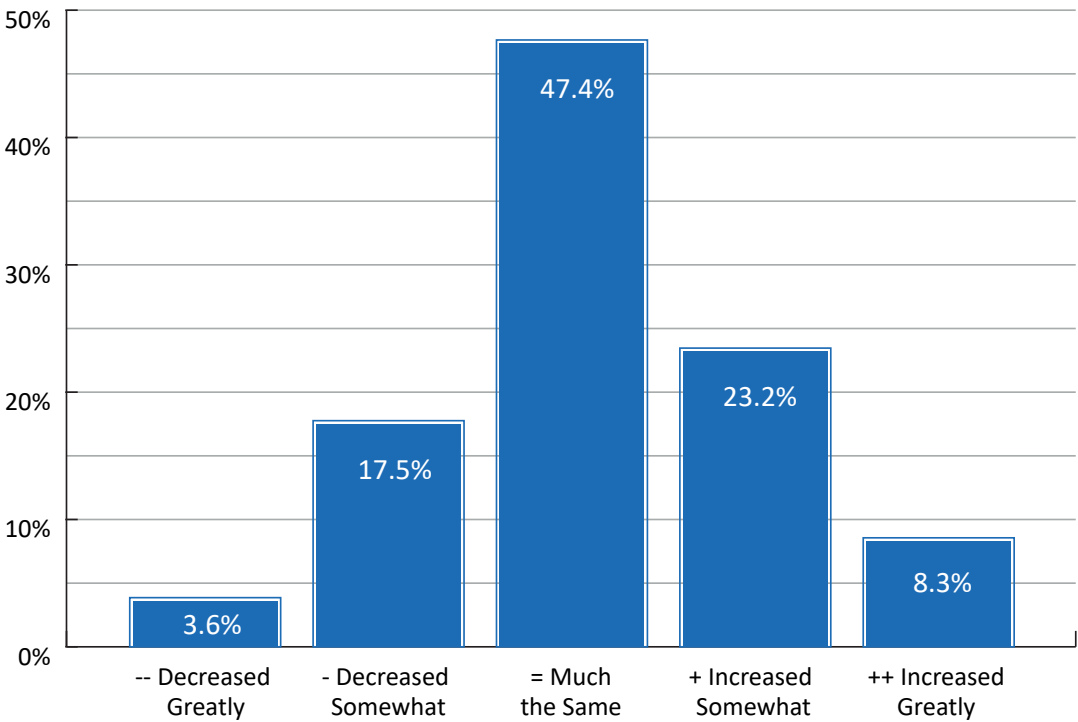
Those contact centres where attrition is decreasing, however, are doing a very good job, considering the growing amount of career competition for young workers.

13. In Your Contact Centre, How Have Absenteeism Rates Changed In the Last 12 Months?

Contact Centre Absenteeism is Also on the Rise

The pattern of the chart below bears a striking resemblance to the attrition chart in the previous question and, in doing so, shows a worrying similar trend.

In Your Contact Centre, How Have Absenteeism Rates Changed In the Last 12 Months?



While the most popular response to this question was “much the same” (47.4%), we can see that the percentage of contact centres where absenteeism is growing outweighs those in which it is reducing.

In fact, 31.5% of contact centres reported increased absenteeism rates, as opposed to the 20.1% that have seen absenteeism fall in the past year.

There could be many reasons for this, and while many will be specific to certain contact centres, increasing absenteeism may be a sign of ineffective leadership, lack of engagement or advisor burnout – which is entirely possible if you’re measuring performance on metrics like Occupancy.



Headsets

The Headsets chapter is sponsored by Jabra

At Jabra we have unique expertise through professional sound – we help contact centres of all types and sizes to reach their full potential and keep one step ahead of their competition.

To aid productivity and increase customer satisfaction within the UK&I contact centre industry we have developed a range of headsets that can empower agents located within noisy working environments or at home.

Jabra professional corded and wireless headsets provide outstanding call quality, intelligence and all-day comfort, including features such as noise-cancelling microphones, enhanced hearing protection, live agent guidance and call analytics; ideal for people who talk for a living.

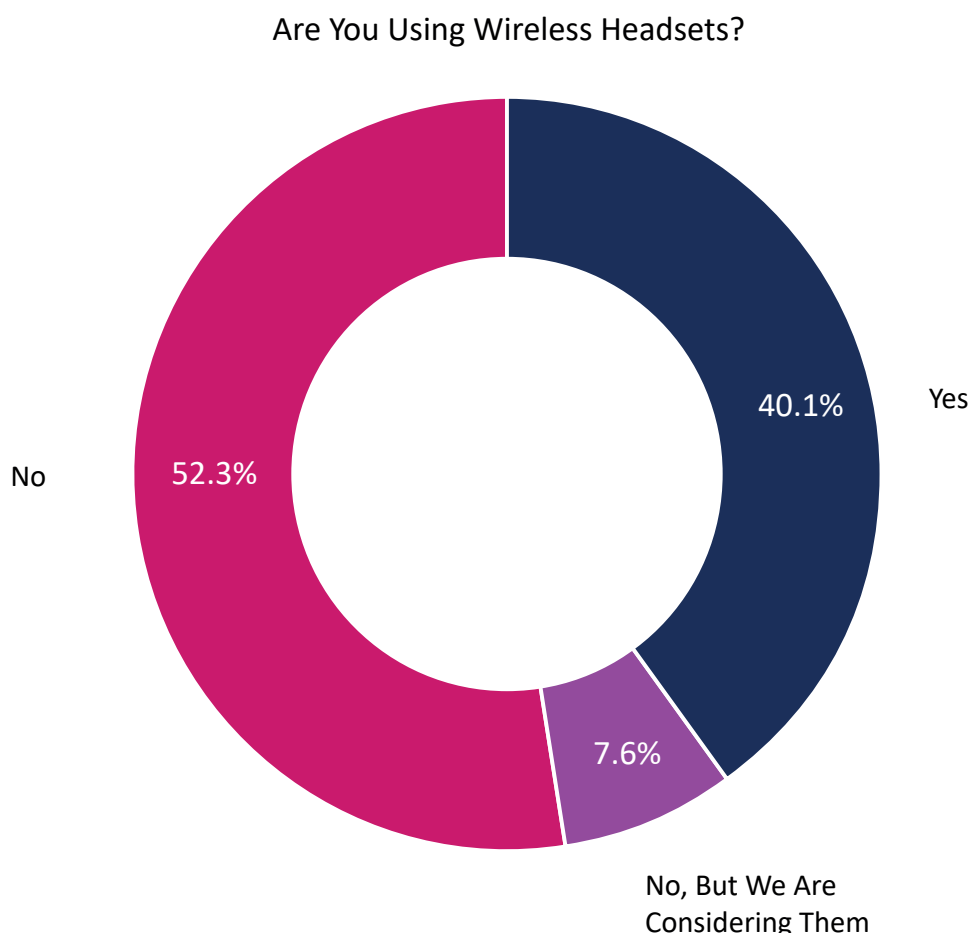
Unleash the Power of Conversation with Jabra.

www.jabra.co.uk/contact-center

14. Are You Using Wireless Headsets?

Over 40% of Contact Centres Now Use Wireless Headsets

Our findings show that 40.1% of contact centres are now using wireless headsets, with a further 7.6% actively considering making an investment in the technology.



These figures may indicate that we may be finally about to realize the “wireless revolution” within the contact centre industry and recognize the many potential benefits that come with that.

The key benefit here is that we remove the industry stereotype of advisors being “tethered” to their desk all day, so advisors can move around more easily, including when on calls. This can therefore boost both morale and productivity.

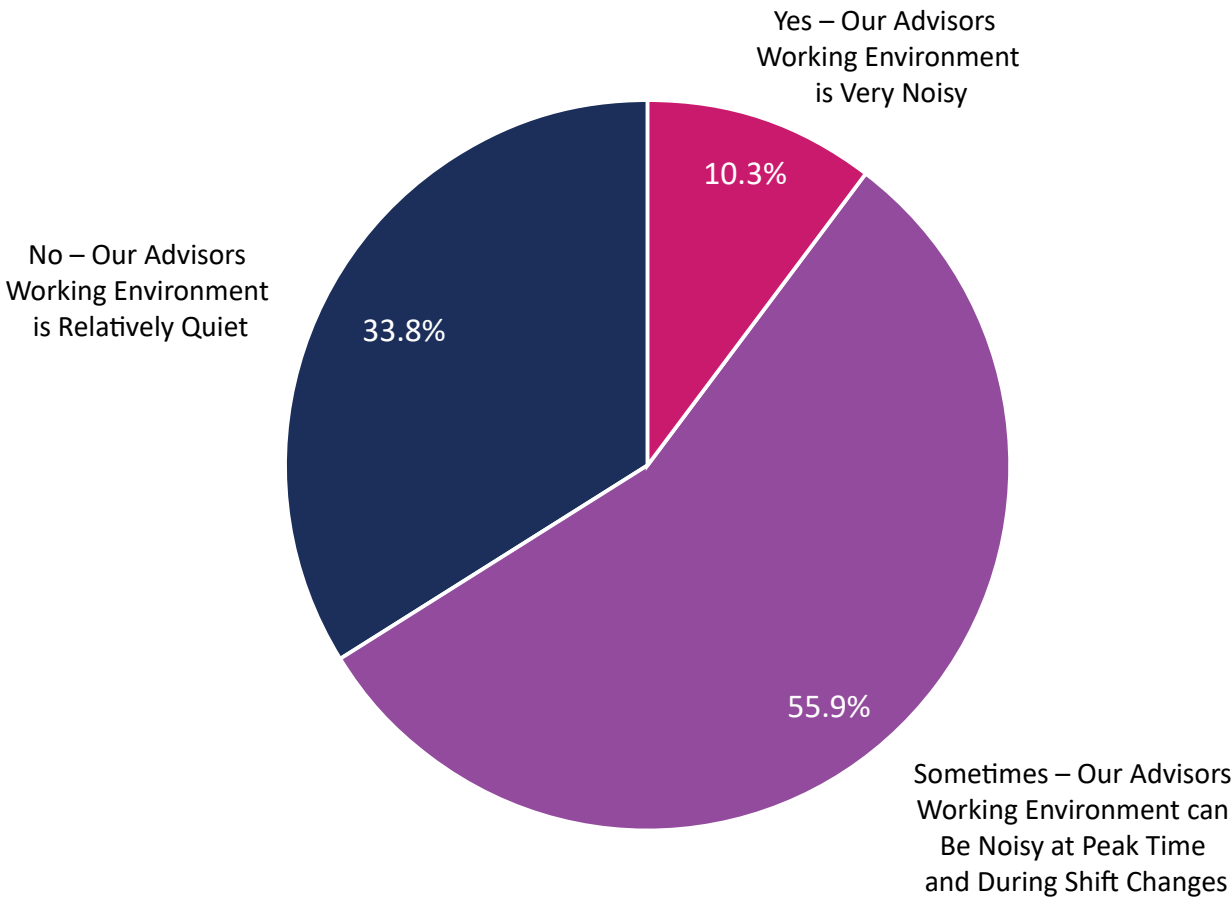
However, over half of the contact centres surveyed (52.3%) are happy for now to stick with wired headsets, indicating that it still might take a while for wireless headsets to become the norm.

15. Do Your Advisors Suffer From Loud Background Noise When on Calls That Causes Conversation Repetition?

Over 65% of Contact Centres Still Have a Background Noise Problem

65.9% of contact centres are still negatively impacted by background noise, which can lead to the need to repeat conversations, as highlighted in the chart below.

Do Your Advisors Suffer From Loud Background Noise When on Calls That Causes Conversation Repetition?



For most, this generally occurs during peak call times and shift changes. However, in 10.3% of contact centres, background noise is a common problem that occurs more frequently than in these particular moments.

The trouble with background noise is that it not only makes an advisor’s job more difficult, as they will struggle to concentrate, but it can fill customers with a sense of dread – as it is a negative industry stereotype.

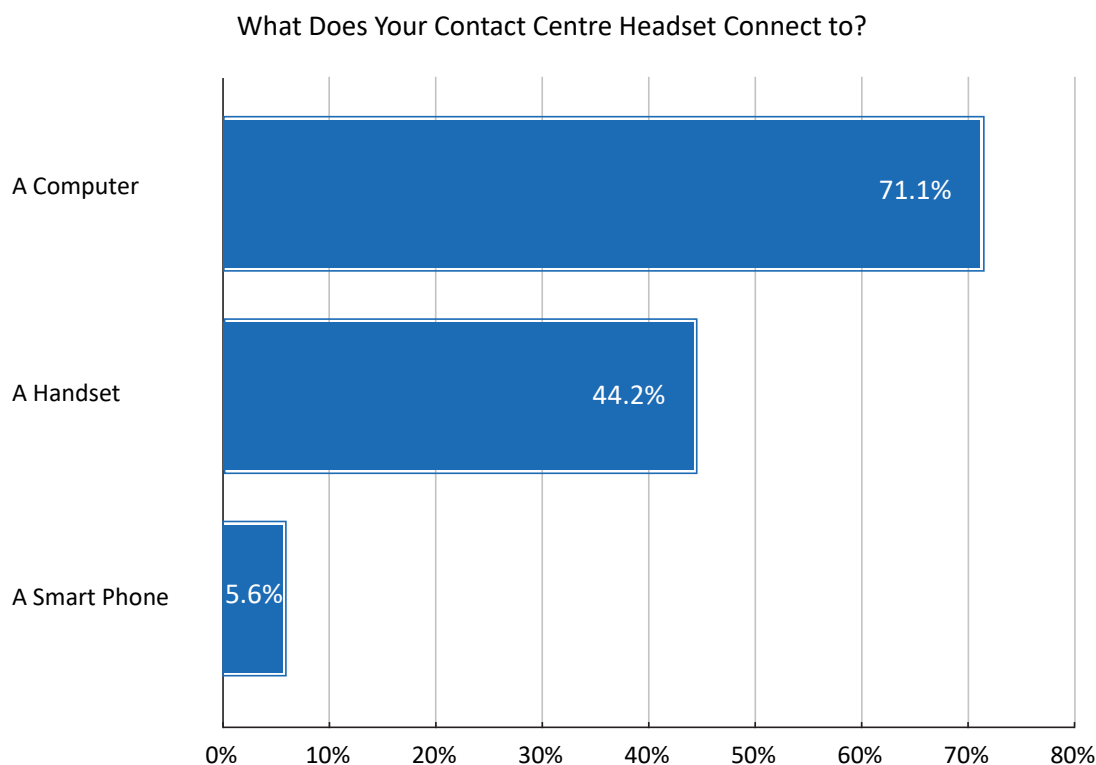
In better news, over a third of contact centres (33.8%) no longer suffer from background noise, reporting that their working environment is always relatively quiet.

These contact centres will likely have invested in noise-cancelling headphones, although there are other more unconventional solutions too. These may include white noise machines or even acoustic ceiling tiles.

16. What Does Your Contact Centre Headset Connect To?

Most Audio is Now Coming From a Computer

Most contact centres (71.1%) use headsets that connect directly into a computer. However, many will plug into at least one other device too.



If we combine the percentage of contact centres that use headsets that plug straight into a computer (71.1%) with those that plug into a handset (44.2%), we can see that the percentage goes well above 100%. This means that many contact centres have headsets that can do both.

While a wireless headset allows you to switch between a computer and desk phone easily, contact centres with corded headsets can also achieve this functionality with a special adapter.

Headsets Can Also Plug Into Smartphones

As wireless headsets work on Bluetooth, many come with a function that allows advisors to connect their smartphone to their headset. 5.6% of contact centres have this functionality.

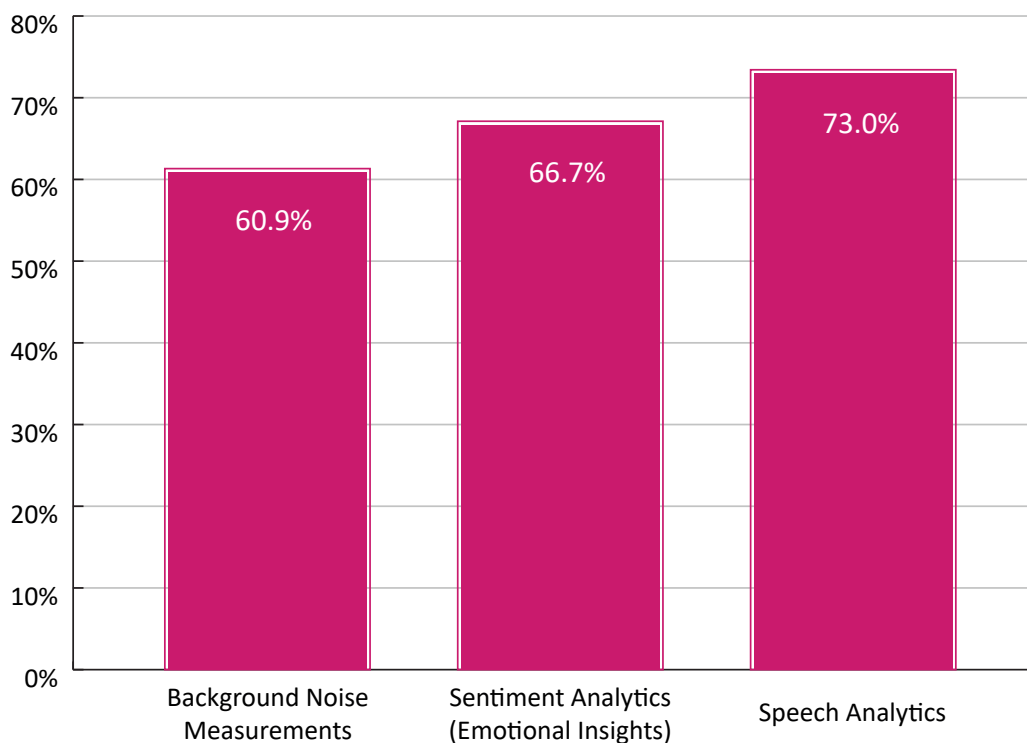
These contact centres will likely have a headset that can connect with a computer, handset and smartphone, all at once. This has the potential to boost productivity as advisors aren't constantly switching between devices.

17. Which Types of Real-Time Information Would You Like Your Headset to Provide to You With?

Contact Centres Want Headsets With Analytics Capabilities

According to each of the statistics below, it is clear that most contact centres are willing to embrace some of the new functionalities being added to headsets.

Which Types of Real-Time Information Would You Like Your Headset to Provide You With?



The most popular option is to use a headset that employs speech analytics to provide real-time reports across every call (73.0%).

In fact, analytics results would allow contact centres to identify many metrics, including advisor-customer crosstalk, while also helping to detect headset configuration issues and provide statistics to protect an advisor's auditory health.

To go one step further, you can employ headsets that monitor tone of voice and other language patterns in order to gather emotional insights. A third of contact centres (66.7%) were interested in this functionality too.

Finally, there is background noise measurements, which 60.9% of contact centres would like to use to find out just how detrimental noise conditions are to the customer's experience. This is likely only to be the lowest percentage, as many contact centres no longer have a problem with background noise – as we found in [question 15](#).

18. If There Was One Thing That You Could Change In Your Contact Centre to Deliver Improved Customer Service, What Would It Be?

As expected, many replies to the question above included topics such as adding new technologies, obtaining a larger budget and improving communication with other departments.

However, there were many other interesting suggestions, which included:

Better Assisting the Team

- Boosting leadership skills across the contact centre
- Creating the time for more refresher coaching
- Developing better product knowledge amongst the team
- Enhancing the work environment
- Finding new ways to motivate employee
- Improving call scripting with visual call-flows
- Improving staff access to knowledge
- Increasing the number of interactions we analyse through QA (Quality Assurance)
- Increasing the size of the team
- Installing AI to assist advisors
- Making more training aids available to advisors
- Training everyone to be multiskilled

Customer Service Strategy

- Advancing our channel-shift strategy
- Better aligning our quality programme with customer satisfaction
- Boosting First Contact Resolution (FCR) scores across all channels
- Bringing in video chat to solve technical problems
- Creating a clear social media plan
- Developing and implementing a messaging strategy
- Implementing a live chat function
- Improving consistency across all channels
- Increasing the intelligence of our online strategy

Improving Management

- Allowing everyone to voice their ideas to the wider organization
- Better forecasting and scenario planning
- Better understanding customer journeys
- Boosting call centre reporting and data analysis

- Collaborating with other departments
- Creating a new metrics strategy
- Developing a hands-on approach for managers and team leads
- Enhancing knowledge-base content and quality
- Gaining more control over changes to line of business applications
- Improving hiring plans and staff development
- Improving internal routines
- Improving resource planning
- Initiating a less invasive survey programme
- Measuring customer sentiment
- Offering homeworking to all
- Reducing absenteeism
- Setting the right customer expectations

Upgrading Technology

- Achieving real-time Voice of the Customer (VoC)
- Adding a consolidated agent dashboard
- Adding proactive messaging alerts
- Adding voice recognition technology
- Automating back-office processes
- Establishing a social media platform
- Fully integrating the CRM platform
- Having a complete view of customer interactions across all channels
- Implementing interactive voice response (IVR) automation
- Implementing speech analytics
- Improving automation and self-service
- Installing screen-recording software
- Integrating email into our telephony system
- Introducing more AI solutions
- Moving to the cloud
- Omnichannel integration
- Using virtual agents (chatbots) to automate contacts



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