

summary

2016
global contact centre
benchmarking report
digital needs a human touch

2016

Copyright notice

Copyright notice

© Dimension Data 2013–2016

Copyright and rights in databases subsist in this work. Any unauthorised copying, reproduction or other dealing in this work, or any part thereof, without the prior written consent of the copyright owner is an act of copyright infringement. This work may not be imported, sold or distributed for the purposes of trade or commercial use. Copying of certain isolated portions of this work, such as tables, graphs and certain extracts is permissible subject to the condition that:

1. such portions do not constitute a substantial reproduction of the work (or a section) as a whole, and represents fair dealing under the 1988 Copyright Designs and Patents Act (UK)
2. no more than three (3) charts are used in any one publication/reproduction without first seeking Dimension Data's express written permission to reproduce);
3. the following notice accompanies each instance of all such portions: **Dimension Data's 2016 Global Contact Centre Benchmarking Report, © Dimension Data 2013-2016**

Any unauthorised copying, communicating to the public, reproduction or other dealings in this work, or any part thereof, renders the person responsible for such acts liable for civil law copyright infringement and, in certain circumstance, liable to criminal prosecution as well. All rights of the copyright owner are reserved.

The data and information contained in the Global Contact Centre Benchmarking Report (the Report) are for information purposes only. While the commentary and hypotheses in this Report are based on rigorous data analysis and market experience, the data and information contained in this document may contain personal views and opinions which are not necessarily the views and opinions of Dimension Data.

Furthermore, while reasonable steps are taken to ensure the accuracy and integrity of the data and information provided, Dimension Data accepts no liability or responsibility whatsoever if such data or information is incorrect or inaccurate, for any reason.

Dimension Data does not accept liability for any claims, loss or damages of any nature, arising as a result of the reliance on or use of such data or information by anyone.

about the global contact centre benchmarking report



A comprehensive, global overview ...

Frequently cited by industry analysts and quoted by the media, the Dimension Data Global Contact Centre Benchmarking Report is widely acknowledged as the most useful, authoritative, and comprehensive report of its kind. It's designed to provide a single point of reference on key aspects affecting customer management within today's contact centres. We believe it's the most extensive global overview of its type.

... based on relevant research

Our Report is based on research conducted via a comprehensive survey. We refresh the survey each year to ensure we're capturing the information that's most relevant to our industry and its future.

... offering analysis and recommendations

We go beyond other reports of this type. We observe trends and comment on the business impact, we also offer guidance on how to achieve best practice results. This Report will provide you with the latest industry trends, thought leadership insights from subject matter experts, hot topic quick tips, and an infographic overview. Result data is provided via chart or table content, each supplemented by structured commentary. For each research item, we:

- identify and then qualify the research trend results
- present recommendations on how you can plan, optimise, and differentiate your contact centre solutions for tomorrow's needs
- summarise the highlights and main points

... supported by an online portal. Our online Benchmark Comparison Portal complements the Report and allows you to filter data at eight levels (including region and sector), export content, and build your own bespoke presentations.

The 2016 Global Contact Centre Benchmarking Report

1320 companies
700+ data points
80+ research charts

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

Annual global research study of contact centres operations, digital channel management and CX

19 years of trends, performance analysis, and best practice techniques



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

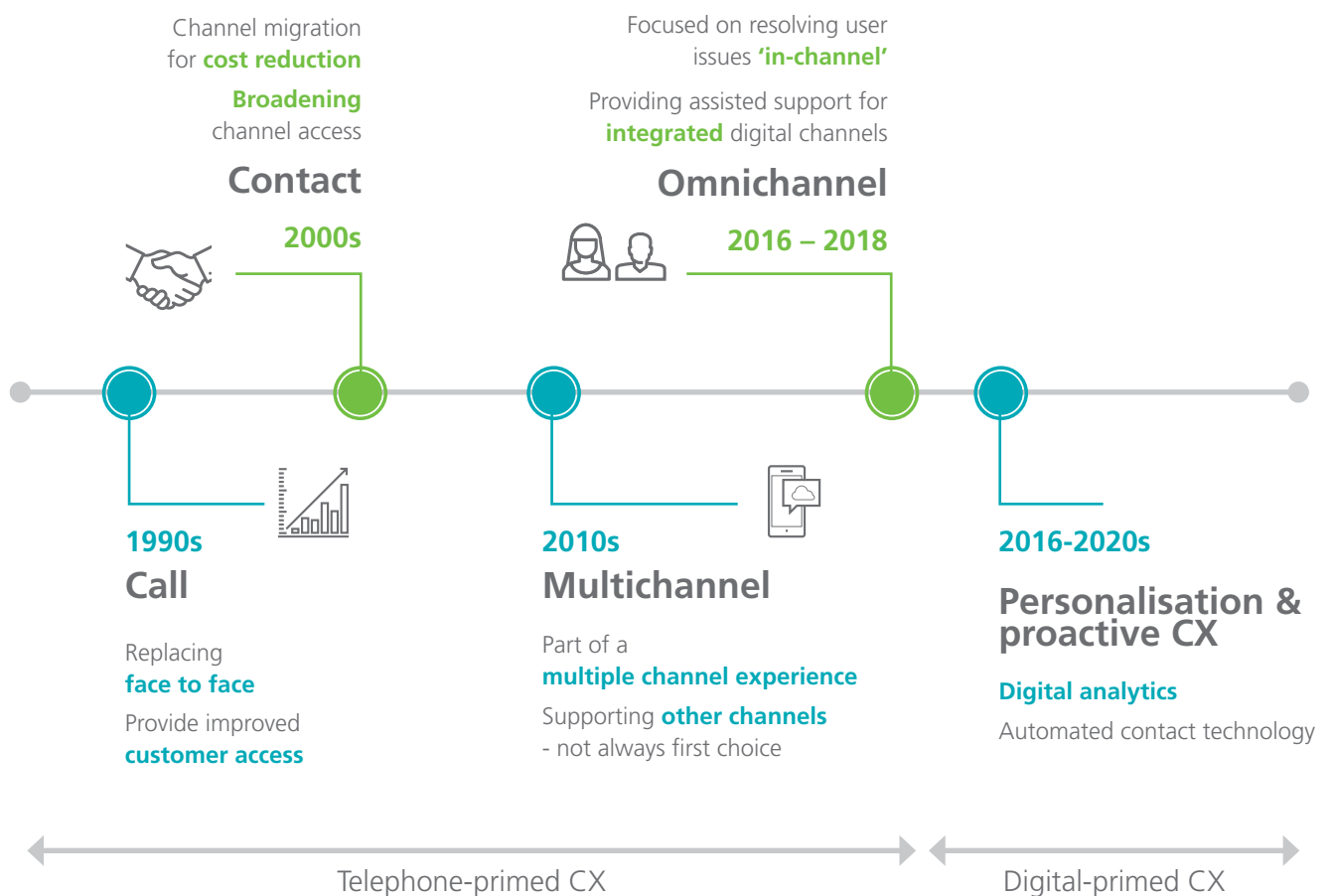
6

core review areas providing analysis with context and recommendations on best practices

Digital needs a human touch

Digital technology is fast transforming the global contact centre industry. Organisations now recognise customer experience (CX) as a key differentiator. It's become the top indicator of strategic performance in the boardroom — it's also the top driver for self- and assisted-service contact channel options. Yet this year's **Global Contact Centre Benchmarking Report** highlights that digital channels could be more powerful if shown more of a 'human touch'.

CX transformation: evolution of the contact centre



While ease-of-contact and a variety of touchpoints give a newfound convenience for consumers engaging with service providers, it's also driving additional contacts.

Digital volumes are on the rise. Last year alone, phone transactions handled by contact centres fell another 12%, but traffic increases were recorded across almost every digital channel. By the end of 2016, digital volumes will overtake phone interactions. This year we'll see most contact centres provide up to nine contact channel options.

However, the transition towards digital isn't reaching its full potential. The gap between service delivery and customer expectations is widening.

New contact channels are often designed in isolation with little involvement from the contact centre. While new technology may be digital and automated, it isn't always working as well it might. It still needs people — that all-important 'human touch' — to design, program, review, and amend. This is the failure point for solution approvals, process reviews, and performance management. Going forward, contact centres need to provide more input into the design of new digital solutions. Management disciplines perfected on phone now need to be applied to digital.

As digital demand grows, organisations are struggling to integrate multiple technology channels and believe legacy systems inhibit their agility and speed to market. Two in five contact centres say that digital channel systems don't meet current needs. And less than half of those believe their digital infrastructure will deliver against future needs.

For many, hybrid cloud is seen as a solution that's providing some powerful results as focus shifts from the technology infrastructure on which contact centres run to its ability to deliver a connected customer journey and better end-user experience

For many, hybrid cloud is seen as a solution that's providing some powerful results as focus shifts from the technology infrastructure on which contact centres run to its ability to deliver a connected customer journey and better end-user experience.

Looking ahead, analytics is identified as the top trend that will both shape and inform the industry in the next five years. Small data analysis can lead organisations to big ideas on how to 'get personal' with customers. Deeper analytics will also empower organisations to identify opportunities that pre-empt customer needs, and use automation to proactively personalise services. If applied effectively, it will revolutionise the future of CX and differentiate services from competitors.

The paradigm seems paradoxical: digital can make organisations seem closer and more in touch, despite digital business dehumanising the engagement. The design of technologies for ease-of-use and advocacy is crucial. In fact, understanding the opportunity to connect customer journeys across a multitude of contact channels has emerged as the number one trend affecting contact centres in 2016.

The Benchmarking Report is based on research responses from 1,320 organisations in 81 countries across Asia Pacific, Australia, the Americas, Middle East & Africa, and Europe. The sample representation is split by 14 industry verticals. Our online Benchmark Comparison Portal allows all of our data to be split at eight levels, including by size, service, provider, and contact type alongside historic data trends. It contains more than 700 data points and over 80 results charts.

What sets our approach apart is that we don't just observe: we explain the context alongside answers and advice. Dimension Data has market-leading abilities and experience in delivering communications, collaboration, and contact centre solutions to organisations around the world. We combine the expertise of our Customer Experience and Collaboration Business Unit with Merchants' 30-year history in contact centre delivery.

This Benchmark Summary Report is just a taste of what you can look forward to in the full 2016 Global Contact Centre Benchmarking Report.

For more information and to order your copy of the complete 2016 Report visit: www.dimensiondata.com/benchmarking

The digital revolution continues

Today, digital volumes account for over 42% of all interactions and are on track to overtake voice by the end of the year

People want to engage with companies in a way which is familiar to them — so solution design needs to be framed around how they work, live, and connect with the world around them. The complexity of providing customers with a connected journey that frequently spans multiple channels — including Internet, web chat, social media, and phone — requires greater capability and understanding. The supporting technology needs design, ownership, and especially a human touch to be effective. These themes resonate throughout the 2016 research results.

2016 Key findings

Digital interactions dominate

The Report shows that digital volumes handled by contact centres remain on track to exceed phone contacts by end of 2016. Growth in almost every digital channel contrasts with a 12% shrinkage of phone in the split of interactions handled by contact centres. It's emerged that CX is now the top reason for offering digital service channels, ahead of cost. However, two in five respondents say digital technology isn't meeting business needs.

CX recognised as a clear differentiator

CX dominates the service revolution as organisations mature their approaches, and develop better quality migration paths towards digital. Some four in five organisations recognise CX — and the contact centre — as a competitive differentiator. It's also the most important indicator of strategic performance for boardrooms, as analytics help organisations better link the impact of CX back to sales revenues, cost reduction, customer loyalty, and employee engagement.

Connecting the customer journey ... by design

The demand for a seamless CX is the top industry trend affecting contact centres in 2016. As customer journeys span a combination of the nine different contact channels now being offered by most contact centres, organisations are intent on connecting the journey, and improving consumer experiences. Full channel integration (i.e. omnichannel capability) is set to treble within the next two years. Customer journey mapping has emerged as a top five-year trend, alongside analytics, that will reshape the industry. But for now capability is lacking and just 17.4% of respondents can locate problem hotspots that affect the CX.

Proactive automation

It's clear from the Report that digital channels will drive proactive outbound activity, pre-empting customer needs and reducing costs — 31.0% of respondents have capability now, but this is set to rise to 57.2% by the end of 2016. Proactive automation already comes in third, behind phone and email, for initiating contact on service enquiry updates (17.2%), sales and marketing (21.1%), and default notifications (24.0%).

The Internet of Things emerges on the horizon too, as customer journey analysis identifies opportunities for automation that will help reduce contact propensity.

Analytics and service personalisation

The power of data analytics is helping organisations offer an enhanced choice tailored to the customer to deliver a more personalised CX. Personalisation of services will become even more important and this will be enabled by analytics. It was voted the top trend that will change the industry in next five years. However, some 79.4% of organisations still have no big picture view of interactions across service channels.

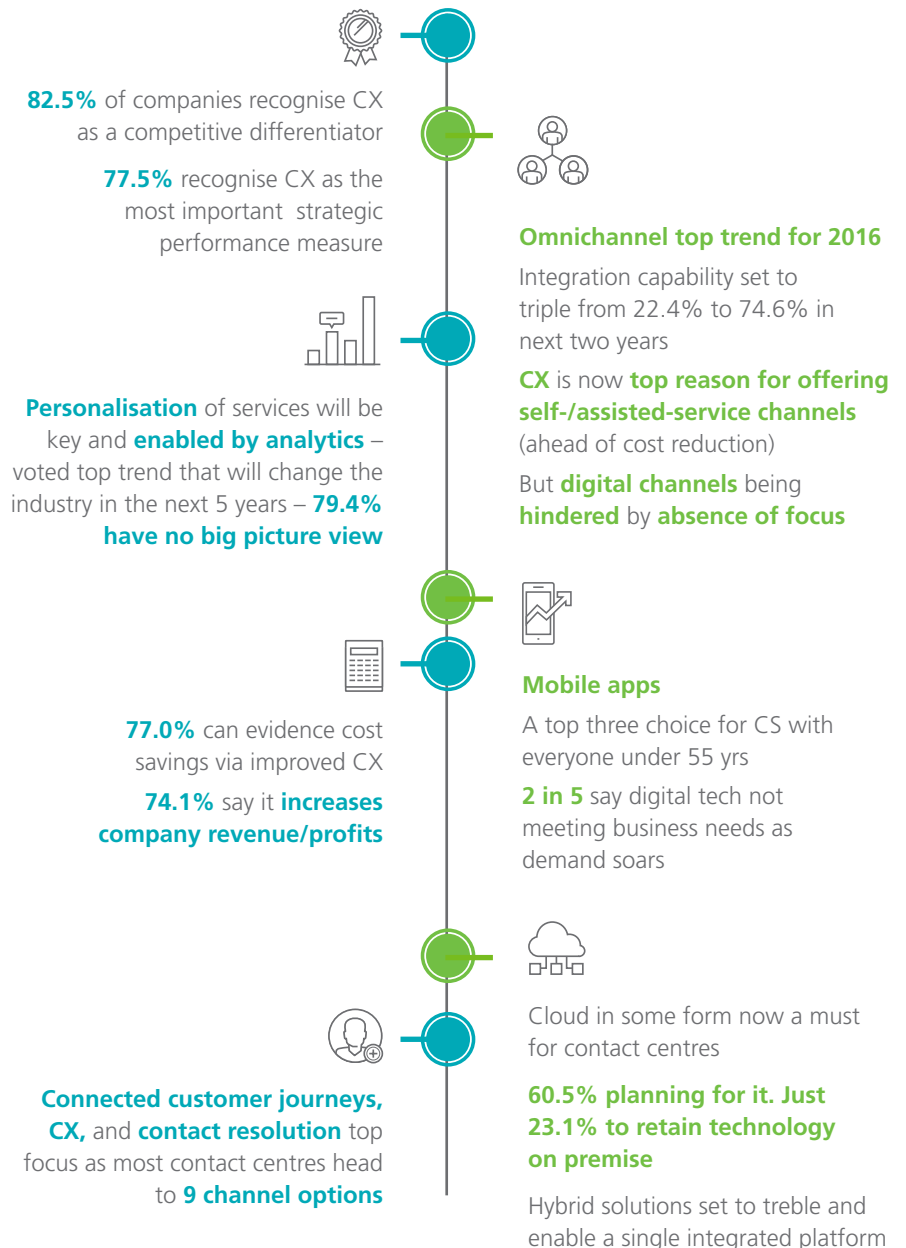
The ability to pre-identify and segment customers has increased for a third year in a row.

Cloud and hybrid solutions

Moving to the cloud, in one form or another, is fast becoming an industry standard, as contact centres recognise its value in providing one seamless customer touchpoint. They're also experiencing powerful business benefits including cost reduction, access to new functionality and speed to market.

We see that plans to locate technology in the cloud are trebling, with a majority of organisations leaning towards a hybrid cloud solution that blends legacy systems with new solutions.

2016 results at a glance...



CX Strategy and innovation summary

CX recognised as a clear differentiator:
it's dominating the **service revolution** as
organisations go beyond... 'go digital or die'

82.5% of companies recognise CX as a competitive differentiator

77.5% recognise CX as their most **important strategic performance measure**

77.0% can evidence **cost savings via improved CX**

75.6% say it promotes employee engagement

Connected (omnichannel) customer journeys #1 industry trend for 2016

Omnichannel capability set to rise **from 22.4% to 74.6%** in next two years

67.8% forecast an **uplift in overall interactions**

Proactive automation capability set to **rise to 57.2%** in next year

68.3% of agents **remain dedicated to telephone**
31.7% supporting assisted-services as part of their role

50.2% rank analytics as **#1 factor** to **reshape the industry** in the next **5 years**

Innovation shapes expectation. Old ways of doing things are now unacceptable. We're seeing business transformation reshaping the way companies do business, driven by the power of the consumer, and by new, disruptive, but innovative organisations that have unsettled many established markets. Digital isn't yet to transform how we consume services and engage with organisations; it has done so already. It can also do more. And our research shows that digital channels are often failing as a result of a missing human touch.

Omnichannel CXs – based on a clear understanding of where a customer journey can be personalised, when appropriate – are the future, with technology solutions developing so swiftly, that the future is now. Zero-defect, end-to-end encounters across connected interaction points are a core expectation. The solution's design and effectiveness are the differentiators, and it's here that people are often failing the technology.

The solution's design and effectiveness are the differentiators, and it's here that people are often failing the technology

Visionaries have already initiated a mind shift in which digital technology is enabling the art of the possible. Organisations now need to work on a strategy to raise the bar. The demand for proactive personalisation is now a critical success factor, and yet digital business dehumanises the engagement. It's now about design for ease and advocacy. The power of its customer journeys is the litmus test for the success of an organisation's operating model.

Organisations are acknowledging that, by focusing on CX, they can drive revenue, improve loyalty, and reduce their costs through greater efficiency. As organisations use improved data analytics to prove these points more frequently, their intent to deliver CX becomes a reality.

CX now has a significant impact on the value of an organisation's brand. It's also a stated differentiator for 82.5% of businesses. The omnichannel ideal leverages technology that creates a well-designed, dynamic customer journey that's personalised, proactive, and informed by real-time data.

'Good' CX is designed by people, with people in mind. 'Good' is not a standalone technology channel. 'Good' is a CX that provides customers with highly productive choices that are impressively easy to access and deliver.

Channels supported by contact centre | 2016 Report sample question

Average of 9 channels
for most by 2017

Mobile app offerings
up **61%** from 2015

Automated services
emerging as a dark
horse game changer

Channels supported by contact centre

Which means that ... more than ever, today's contact centres are about digital choice and engagement techniques. Expansion of choice means growing complexity. Contact centres still struggle to achieve cross-channel integration or, as we now know it, omnichannel capability. Improved analytics and service consistency will help define the optimal channel paths for each party. We've turned a corner, and if afforded the same management disciplines as for phone, technology-enabled services will benefit everyone. A service revolution is imminent.

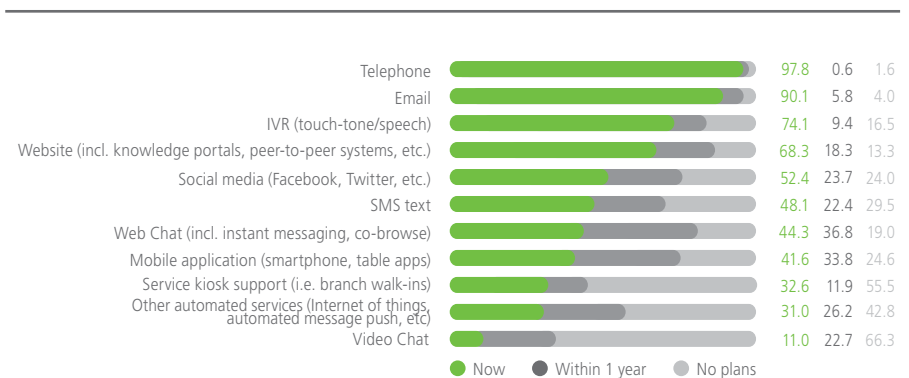
What's happening?

Organisations are rapidly going digital, as forecast in our 2015 Report. Within the last 12 months we've once again witnessed significant digital expansion in contact centres.

Automated services incorporating the Internet of Things and proactive contact has emerged from nowhere and will soon be a capability for the majority. Other notably rising capabilities include web chat, which experienced a year-on-year rise of 33.8%. Social media offerings are up 21.3% in the same period, as are mobile application capabilities: up 60.6%.

Within the next year, the majority of consumers will typically come to enjoy a choice of up to nine different contact channels when they engage with organisations.

In future, plans for video chat deployments will see almost a third of contact centres gain this capability. Other automated services, incorporating the Internet of Things and proactive automation, will establish a new generation of services available to an increasingly connected and digitally aligned customer market.



What services can your contact centre support, now and in the future?

n | 1319

What you should do:

1. Design customer journeys, that is, establish the guiding principles for your CX and the build them into related technology design protocols. Base them on feedback from customers. Don't simply build the journey around what you believe will work for the business.
2. Understand the 'as is' use of channels, customer and organisational hotspots, and current channel gaps and then articulate the opportunity cost of these gaps.
3. Develop future-state customer journey maps that incorporate the management of hotspots and re-engineered business processes, supported by the relevant, optimised use of channels.

Analytics summary

Personalisation enabled by analytics Now: supporting mass service personalisation techniques
Future: driving micro-level personalisation of service experience

71.5% say analytics enables better agent performance

69.1% say it drives better CX

52.1% agree analytics will help improve customer journeys

BUT 79.4% have no big data capability

Just **36.4%** can track a **customer journey that spans multiple channels**

Just **17.4%** can locate **problem hot spots** that impact CX

34.2% use analytics to **personalise solutions** and services

23.0% can provide a **customised CX** based upon user profile/analytics

49.3% don't share **customer intelligence** outside of the contact centre

22.4% enjoy full **collaboration** with the wider enterprise to optimise process design

Only **42.6%** can compare sales revenues by contact channel

Tracking of conversion rates even lower at **35.2%**

Measurement of cost and time per interaction is widely neglected on digital channels

83.0% track it for **phone** but only **66.4%** for **web chat** and **59.2%** for **email**

Contact centres are adopting personalisation techniques based on analytics and known preferences across their customer base. This represents significant progression and forms part of an imminent service revolution that will transform CX and service delivery. Already, 23.0% of respondents can offer a customised experience based on the information and analytics they have about their customers.

Customer analytics – and along with that, the personalisation of services – is, in general, being crafted around mass service segmentation strategies. Analytics, enabled by the digital revolution, has the power to translate commonly available big data into personal, actionable 'small' data. This, along with connected customer journeys and optimised workforce solutions, will transform business.

Organisations appreciate this and have voted analytics as the top trend that will change the industry in the coming five years. At this stage, the data relationships aren't connected, nor fully understood.

Organisations appreciate this and have voted analytics as the top trend that will change the industry in the coming five years

Organisations that risked taking a leap of faith and engaged with new, 'deep-dive' analytics are seeing almost immediate return, both financially and in terms of better customer engagement. Mining data for sentiment and channel preference reinforces strategies that aim to shift customers to lower-cost channels and to facilitate their becoming proactive.

Analytics is creating a new level of informed decision-making. When applied well, the value is compelling across all aspects of the operation. Information is power, and will be the key to unlocking a differentiated solution for your service users. The impact of data analytics hasn't

yet been experienced fully in our industry, but the next three years promise to bring a revolution in data-driven CX. The challenge for organisations is to engage with this change and define an outcome.

It's all very fast-paced, with rapid development, rapid insights, and real-time changes to propositions. Increasingly, it will require a dedicated team to provide the focus it deserves. Turn intelligence into insight and use it to not only close service and proposition deltas, but also drive predictive planning and investment for the future.

Tracking customer journeys | 2016 Report sample question

Just **36%** can track a customer journey that spans multiple channels

Just **17%** can locate problem hotspots that impact CX

What's happening?

Connecting CXs across contact channels is the top trend affecting contact centres in 2016. Once linked, the natural next step is to understand the journey in order to improve the user experience and maximise the business potential of the interaction.

Our findings show that seven out of 10 (69.6%) contact centres have some ability to track customer journeys. But just over half of that figure (36.4%) can gain full insight into customer behaviours by tracking customers as they traverse multiple channels. The intelligence gathered is providing vital insights for improving CX.

More concerning is that less than one in every five (17.4%) organisations can identify blockage points in their processes that have a direct impact on CX. Additionally, just over a quarter (27.7%) can identify key decision points or hotspots.

Tracking customer journeys

Which means that ... of all organisations, 82.6% are lacking the most basic principle for the streamlining of processes, improving efficiency, and ensuring the well-being of customers: they're unaware of critical problems in their systems. Compounding the issue is the 72.3% of organisations that are blind to the decision-making stages of customers using their services. This directly impacts revenue and profit opportunities.



How well can you track the customer journey across your service channels?
n | 1229

What you should do:

1. Ensure your CX strategy highlights the need for tracking customer journeys as a 'must have'.
2. Undertake customer journey mapping to identify potential hotspots which can be improved through process and systems changes, be clear that journey mapping extends far beyond traditional process map exercises.
3. Set up monitoring systems to track customer journeys in real-time so that mitigating actions can become a regular activity in the contact centre.

Digital services summary

Digital interactions to dominate:

Digital volumes on the rise, but needs better design and closer management

Digital on track to overtake phone interactions by **end of 2016**

Phone now represents **57.7% of all contacts** handled by contact centre

73.7% vote **CX** as a **top reason for offering self-/assisted-service channels**

Versus **67.9%** that are motivated by cost reduction

Just 52.1% review assisted-service processes annually or better

80.9% of calls are routed via IVR systems

48.1% pass zero information to **agent** when customers drop out of self-service

Organisations **desired channel split** is:

42.9% via phone

37.3% via self-service

19.8% via assisted service

53.2% centres **supporting social media**, will do so via a **dedicated response team**

29.3% will simply **redirect customers to another channel**

17.2% use **proactive outbound for service enquiry updates**

24.0% use it for **default notifications**

For the first time, we're seeing CX cited by an overwhelming majority of organisations as the primary reason for offering digital channels.

We're seeing digital channel strategies mature – from purely reactive responses to customer demands, or as cost reduction exercises, to being increasingly proactive and driven by CX. That's translating into digital capability that's based on closer attention to the design of the customer journey, which will ensure greater personalisation. For the customer, this personal touch increases emotional engagement and will promote loyalty in a world that's otherwise progressing away from the human touch.

Mobility and automation are a major trend. Proactive interactions can offer easy solutions that benefit the consumer when the organisation has used analytics to pre-empt their needs. The challenge here will be to ensure the contact is personal and not viewed as spam.

Proactive interactions can offer easy solutions that benefit the consumer when the organisation has used analytics to pre-empt their needs

Proactive outbound is already being used by 24.0% of centres to nudge affected customers along on default notifications/collections. Unsurprisingly, a fifth are also using it to support sales and marketing efforts, but it clearly has a role to play on service enquiry updates and complaints, too.

Digital's promise to the customer is speed, efficiency, and – to a degree – a sense of control. This means that digital channels must deliver on these requirements. However, there remains a lack of clarity around who 'owns' digital channels. This is carrying forward to a lack of management in some areas that's impacting the effectiveness of the digital solution, its design and, by consequence, user uptake levels.

At the same time, organisations are having to keep one eye on keeping up with developments to existing systems, and the other on new innovation that could change everything instantly. One certainty is that the future of this environment will be more engaging, personal, and fulfilling.

Popularity of channel type by age group | 2016 Report sample question

Mobile apps a top 3 choice for everyone under 55

Social media top choice for those under 25

Email preferred option for those aged 25-34 years

Popularity of channel type by age group

Which means that ... the gaps are becoming smaller, and digital will continue to be increasingly accepted as a primary contact channel. Phone will eventually be provided mainly for escalations and to resolve problems encountered within the digital processes.

What's happening?

As next-generation customer bases, who are increasingly comfortable with technology, continue to grow, the 2016 results filtered by age profile provide a telling insight into the future of CX management.

For customers aged 55 and older, the telephone is the predominant channel of choice for upwards of 87.0%. However, that number falls quite dramatically to just 51.7% for customers aged 35–54 years. It will soon become a minority, as this group too follows the younger age-groupings in preferring the immediacy and convenience of digital channels to traditional phone services.

Mobile apps have come from nowhere three years ago to become a top-three choice for everyone under 55. This is significant. Social media is still a first choice, as it was in 2015, for customers under 25. It has yet to gain the trust and acceptance of other age groups.

Percentage of centres that do track channel popularity by age profile										
% of N	Under 25 years		Between 25 and 34 years		Between 35 and 54 year		Between 55 and 70 years		Over 70 years	
Social media	1st	38.9	5th	13.7	5th	2.2	6th	0.6	5th	0.4
Mobile application	2nd	27.2	2nd	23.7	3rd	6.3	5th	0.8	4th	0.5
Email	3rd	12.2	1st	26.8	2nd	32.7	2nd	8.8	3rd	0.8
Telephone	4th	11.5	3rd	18.4	1st	51.7	1st	87.0	1st	93.2
Web Chat	5th	9.4	4th	16.5	3rd	6.3	4th	1.1	6th	0.3
Other	6th	0.7	6th	0.9	6th	0.9	3rd	1.7	2nd	4.7

Which contact channel is most popular with the following age groups?

n | 787

What you should do:

1. You need a social media strategy for the upcoming generation. Start by listening. Social media is also a very open conversational forum. If you're stuck on how to start, why not simply ask your customers how they would like to engage via social media?
2. Ensure you have a mobile strategy that enables a seamless transition to other channels. Chat can be embedded to the app. A mobile click-to-call option should call in to the contact centre, bypassing the IVR and authentication, and providing contextual information to empower the receiving agent.
3. Looking at the spread of preferences, it's clear that an omnichannel strategy is required, and that measurement of CX and the performance of each channel requires equal attention.

Contact centre operations summary

Disconnects in targeting

Progress being made despite bypassing of core disciplines on digital channels

Average C-sat score is **78.3%** versus a **target of 85.3%**

Ease of resolution is top operational factor that will impact C-sat levels

First contact resolution (FCR) is top indicator of operational performance

Agents targeted on **productivity (calls/contacts handled)**

77.3% FCR on **phone contacts**

68.6% of interactions handled via **assisted-service** channels are **resolved**

Average wait time for response to **email** is **299 minutes**

Only **4 minutes** for web chat but **78 minutes** on **social media**

89.4% measure quality on phone interactions

Versus **49.6%** on **digital** interactions

Less again (**37.3%**) on **back office** functions

18.1% of agents on phone **unable to identify sales opportunities**

For **assisted-service** agents it's **40.5%**

76.2% of calls answered within 20 seconds

6.5% will be abandoned

14.9% of calls get transferred

As we move closer to the point when digital channels will overtake voice in the overall percentage of interactions handled, it's a mixed report card on how well contact centre operations are adapting.

We're also seeing a misalignment of targeting priorities at different levels of the organisation

Too many organisations ignore the lessons learnt from optimising voice operations. It's as though digital channels are being viewed as a separate challenge, despite the fact it's the same customers using both digital and voice. Omnichannel might be where we're heading in terms of technology, but contact centre operations are lagging far behind in ensuring the same management disciplines and, along with that, service experience across all channels.

We're also seeing a misalignment of targeting priorities at different levels of the organisation. Agents are being targeted in different ways than the operation as a whole which, in turn, isn't aligned with the strategic objectives.

Of significant concern is the fact that performance indicators used within contact centres, especially when targeting agents, are still formed around productivity and agent handling time, rather than making sure customers' issues are resolved and that the customers are left happy, with CX scores only ranked sixth and Net Promoter Score (NPS) ninth.

Improvements in the performance of contact centre operations don't happen through tighter management, increasing targets, and a 'carrot-and-stick' approach anymore. Improvements happen because engaged and loyal people want to do the best for their customers and feel knowledgeable and empowered enough to do that.

On a positive note, first contact resolution is judged to be the top indicator of operational performance (just ahead of CX), and is the third most popular target at agent level. It's part of facilitating ease of resolution – which is assessed as the main factor impacting CX – and CX is the top goal for organisations strategically. This progress during a time of increased complexity is a positive reflection of executive commitment to CX and indicates the beginning of a service revolution.

Measurement of quality | 2016 Report sample question

Large inconsistencies in measurement of quality

89% measure quality of voice contacts

Versus 50% on digital (down from 61% last year)

What's happening?

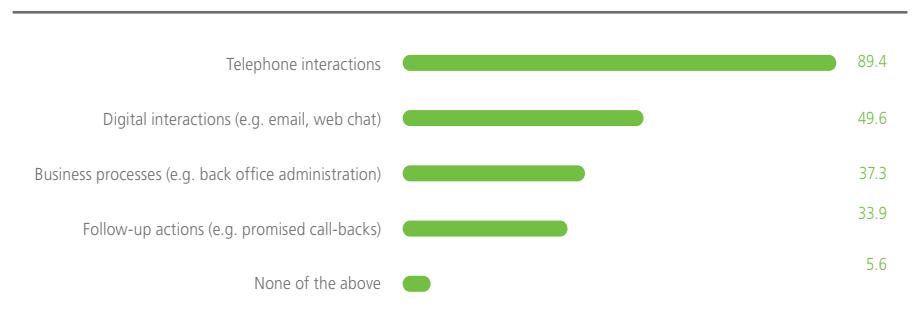
Quality measurement on everything other than phone interactions continues to be neglected.

Measurement of digital has fallen from 61.4% to 49.6%. Back office process reviews are now only 37.3% versus 50.7%, and it's a similar picture for follow-up actions. While small, 5.6% of contact centres have no quality control measurement tracking in place at all.

Sector performance varies dramatically. Compliance regulations undoubtedly force the issue for many. Similarly, the robustness and disciplines of contract management leads outsourcers to be significantly more attentive to quality levels than their in-house counterparts.

Measurement of quality

Which means that ... the lessons and good practices around the management of traditional phone interactions and the impact of associated processes aren't being learned nor applied to other areas of the business. This indicates a lack of focus and accountability, with the impact of failure elsewhere just as damaging to the organisation's reputation. It may become even more damaging as digital transactions are much easier for customers to record and hold organisations accountable too.



Where do you measure quality levels?
n | 1030

What you should do:

1. Digital interactions are predicted to overtake voice interactions in the next year. Customers can also store them. Comprehensive measurement of their quality is a must if you're to avoid social media storms and brand damage.
2. Make sure your digital technology platform is fit for purpose. It might seem a good idea to quickly introduce a web chat solution to satisfy channel demand, but if it doesn't link to your quality management system then consider investing more time and money in doing it right the first time.
3. Improving the impact of your follow-up actions or call backs will have a major impact on CX in the long term. Make them part of your quality management programme – the benefits will be significant.

Workforce optimisation summary

Operating models in transformation

1 in 3 supporting digital channels,
but challenges remain same

Resource related costs account for **61.2%** of the full operating budget

6.3% is allowed for **recruitment and training** costs

81.4% of agents enjoy a **permanent contract**

Average **vacation allowance** is **20.7** days per annum

Average team size is 13 agents

Coaching allocation ratios are now **20:1**

85.4% of **role profiles** are **defined**

80.0% competency profiles are **aligned to the actual role**

Excluding induction, phone agents need **10.1 weeks** to reach **full competence**

Assisted-service agents need **9.9 weeks**

34.9% of contact centres still without **WFM systems**

36.7% operate without **knowledge management systems**

46.4% without **agent analytics** systems

20.0% don't measure the **benefits of training**

The priorities of workforce optimisation (WFO) are still predominantly focused on contact centre performance and agent productivity. The risk is that organisations aren't aligning quickly enough to the voice of the customer and ensuring that agents are resourced, skilled, motivated, and empowered to a level in line with the company's overall CX strategy.

Organisations today are still assessing how to use and optimise their digital-assisted channels such as email, web chat, social media, and more. As they procrastinate, they're not being clear on targeting and this is ultimately affecting how they manage resource requirements too.

Indeed, there appears to be a lack of accountability with digital channels that wouldn't be tolerated in traditional phone operations. The lack of WFO measuring and management goals across digital channels is inexplicable and should be an important focus area.

The lack of WFO measuring and management goals across digital channels is inexplicable and should be an important focus area

Competency and knowledge management will be a key focus as organisations empower their employees more. The incorporation of CX analytics into WFO and across all channels will require that contact centre leaders pay more attention to the nuances of a new type of contact centre agent. The hiring, support, and development of agents for channels such as SMS or social media, have nuances that merit performance measurement attentions that stretch beyond the practices used for traditional telephone.

Organisations could also do more to relate the effectiveness of post-learning reviews to agent effectiveness, when measured against their desired CX. The measures in place don't align to strategic and/or operational performance objectives, creating a misalignment among different functions about the requirements for success.

In short, WFO needs to be more evenly applied across the board and be configured to meet the needs of a multitude of operating models. We're seeing a blending of skills, and cross-channel activities, alongside other teams that are still dedicated to specific transaction types. The models are fluid; WFO systems need to be so, too.

Workforce management effectiveness (targets and measurements) | 2016 Report sample question

Large disparity between phone and assisted-service channels in application of WFM process

More than 1/2 have no targets in place for non-voice agent-assisted services

What's happening?

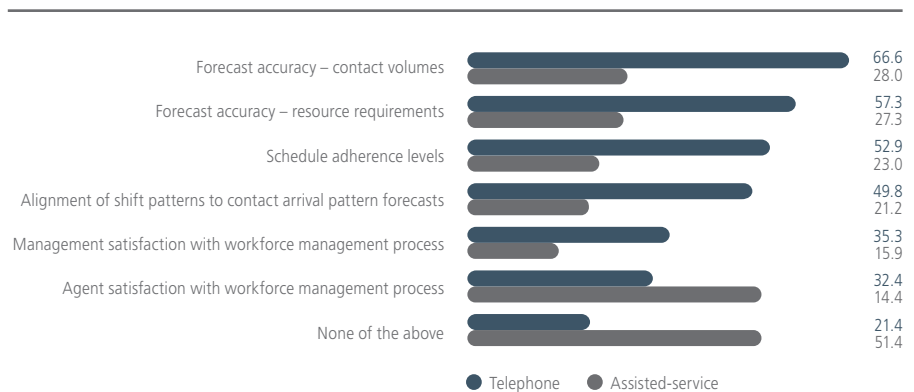
The lack of targets for assisted-service channels versus the traditional phone highlight a wide variance in accountability. Over half of teams (51.4%) assisting customers on digital channels have no workforce management targets in place, with inefficiencies directly impacting the bottom line.

While results for the telephone are, in general, at least double that of assisted service, activity levels have hardly changed from previous reviews. WFM remains a massive opportunity, if not a risk, to many contact centres.

One area that has progressed encouragingly against 2015 results is an acceleration of process controls to assess both management and agent satisfaction with the WFM process.

Workforce management effectiveness (targets and measurements)

Which means that ... WFM is a vital component of every contact centre. Efficient planning, scheduling, and management of resources can add several points to margins and make the difference between meeting or failing budget plans. The absence of due process will also impact return-on-investment assessments and make it difficult to prove the value of new digital assisted-service channels



What targets are in place to measure the effectiveness of the workforce management team?
n | 998

What you should do:

1. Ask your WFM team to confirm the application level and consistency of resource planning practices across all channels. While inputs and allowances will vary per channel, a standard approach should be followed across all, regardless of whether agents provide traditional phone support and/or assisting with digital transactions.
2. Where processes are in place, it's good practice to validate the scheduling assumptions used and whether accuracy can be improved, for example: does absence allowance match actual reality?
3. Ensure that there's clear accountability for each objective, and the operational team understand their role, and where the lines of responsibility attributable to the WFM support function begins and ends.

Technology solutions summary

Connected customer journeys now top focus
Cloud in some form no longer a discussion

The top technology trend prioritised by contact centres is **omnichannel (frictionless movement between channels)**

Just **15.8%** of contact centres now operate their IT **independently of the enterprise architecture**

22.6% of contact centres aren't involved in the **approvals stage of new technology systems**

Only **34.6%** of **business analysis systems** are **integrated** across the company

39.9% say **digital systems** fail current needs
41.9% of **analytic systems** not meeting existing requirements

On-premise IT solutions set to drop from **60.1%** to **23.1%** as cloud gains in popularity

86.5% of existing cloud users highlight it provides access to a **single integrated customer platform**

88.8% say it enables access to new functionality

Technology solutions are providing the backbone to innovative new service options – the challenge is the ability for the organisation to see the big picture and execute on solutions at the speed required.

Connected – that is, omnichannel – customer journeys will prove a differentiator, but only when solution design dominates. We know the technology exists but, without the design, it doesn't always work. Creating seamless transitions between channels, and between self-service and assisted service, is the ideal.

The challenge is that some of the existing channels are based on legacy technologies that aren't keeping pace with the next generation. This causes many problems and an inability to integrate. Traditional technology approaches are struggling to support the business needs for CX. A requirement to expedite access paths to critical technologies are going to fast track the adoption of cloud-based technology services. Our research highlights a progressive change in attitudes towards technology location and/or ownership solutions.

Proactive interactions can offer easy solutions that benefit the consumer when the organisation has used analytics to pre-empt their needs

Hybrid cloud solutions are helping to combat legacy infrastructures and are transforming call centres into contact hubs, typically now providing up to nine service channel options. Digital choice is strengthening the focus on integration, as analytics alerts organisations to customers' use of newfound freedom to hop across channels, as they conclude their enquiries.

Hybrid cloud solutions will allow organisations to evolve in the same way that new digital business models are emerging and allowing organisations to transform radically.

All evidence from users points towards hosted/cloud technologies as providing access to integrated contact platforms, emerging functionality, speed to market, flexibility, and cost modeling that's more in line with the organisation's needs. There's clear evidence that cloud is now a must-have, at least in a hybrid form. It's not a choice anymore.

The focus now has to be on the customer journey and end-user experience, and not the infrastructure it runs on.

Impact of hosted/cloud technologies on the business | 2016 Report sample question

84% of existing users
highlight a reduction in cost

89% say it enables access
to new functionality

Over 2/3 agree it provides
better security

What's happening?

In keeping with findings from last year's Report, existing users of hosted/cloud technologies are reporting a powerful impact on their businesses.

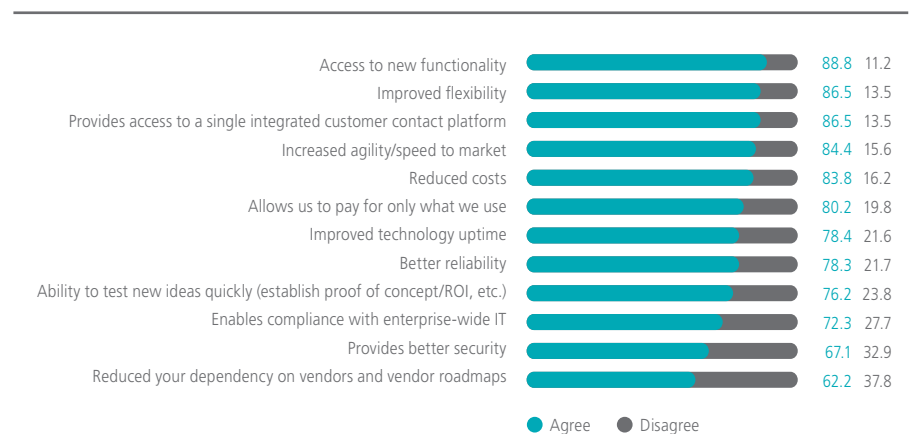
Users expressing an opinion say they've been able to gain access to new functionality in 88.8% of cases. Of all respondents, 83.8% agree they've reduced costs, much of which will be associated with the 80.2% saying they're now able to pay for only what they use.

As many as 86.5% confirm that cloud/hosting offers improved flexibility, while 84.2% report that it increases agility and speed-to-market. Of all respondents, 67.1% and 72.3% agree that cloud/hosted solutions has actually mitigated their risk from a security and compliance.

Perhaps of most significance is the 86.5% stating that cloud/hosted solutions provide them with access to a single integrated customer contact platform.

Impact of hosted/cloud technologies on the business

Which means that ... the foundation of contact centre technology is increasingly software-based. It needs to be agile. It needs to expand or shrink. The focus has to be on the customer journey and end-user experience, and not the infrastructure it runs on. All evidence from existing users points towards hosted/cloud technologies as providing access to emerging functionality, the speed to market, flexibility and cost modelling that's more in line to the organisation than a vendors rollout schedule for service upgrades that may or may not include what you need. It will increasingly become a standard consideration.



Users expressing an opinion: How has the use of hosted/cloud technologies affected your contact centre?

n | 370

What you should do:

1. Consider replacing legacy infrastructure with cloud services in the contact centre to evaluate and fast track transformation projects. Especially where complex and legacy systems have the potential to delay these projects.
2. Ensure cloud considerations take into account the existing environment, especially the overall integration of systems. Integration is often underestimated and the introduction of a cloud service can introduce more complexity.
3. Consider adding cloud services to an existing contact centre environment where the current investment needs to be leveraged while introducing enhanced functionality. This can be a very effective way of transitioning from legacy to next generation over time.

Depth of **sample from highest participation in 19 years** allows us to filter data at 7 different levels

Sample specifications



1,320
participants

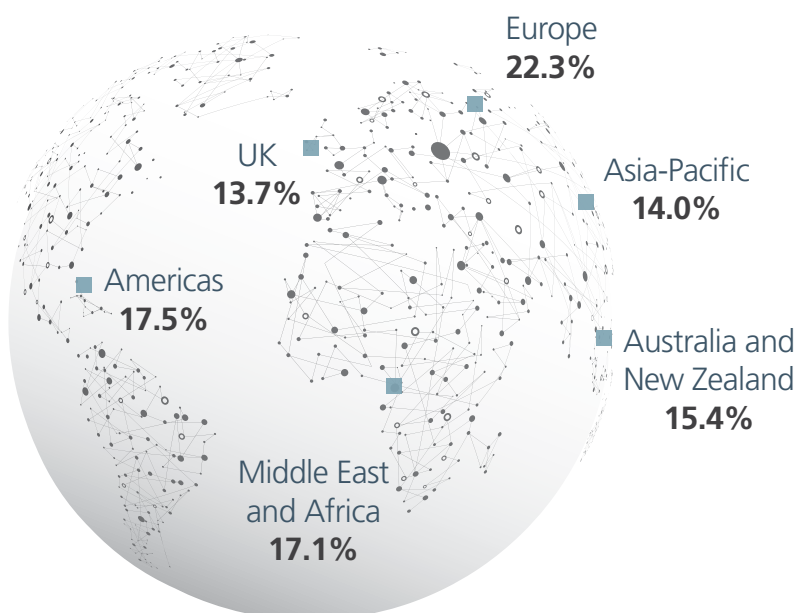


14
industries



81
countries

Regional representation



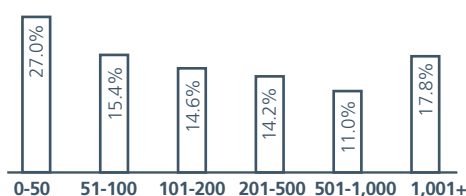
Representation by industry

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

Service type

66.3% B2C	19.5% B2B
8.2% Sales	6.1% IT helpdesk

Number of employees



Contact centre type



85.4%
In-house



14.6%
Outsourced

Interaction type



Inbound
54.0%



Outbound
3.0%

Split of inbound and outbound
43.0%

Number of contact/CX centres



Multiple contact centres
64.6%



Single-site centre
35.4%

How we've designed our research

The Report is designed to provide context and easy-reference access to the information sets:

- Each chapter begins with a summary overview infographic.
- These are followed by a Q&A style introduction and expert insights to the findings.
- Feature articles on trending topics enrich the content.
- Detailed analytical findings follow each chart and table, with recommendations on how to implement best practices.

Typically presented as global statistics, all of the data in the 2016 Benchmarking Report can also be accessed interactively on our online Benchmark Comparison Portal for a more customised view. The Portal enables multidimensional filtering of the data, for example, by region, sector, and size, or by a single filter at a time.

Your privacy

We stringently protect all data and ensure the privacy of all participants' information. We only publish the company names of participants who provide us with express permission to do so.

Data is used only for the purposes of research. Our full privacy policy can be accessed via our Benchmarking Report website:

www.dimensiondata.com/benchmarking

The Portal enables multidimensional filtering of the data, for example, by region, sector, and size, or by a single filter at a time

Benchmark Comparison Portal

The online Benchmark Comparison Portal was established to enable a much deeper analysis of the annual benchmarking results. The portal is available to qualifying survey participants, or with the purchase of the Report.

The 2016 Benchmark Comparison Portal allows you to...

- view all of our global research via an improved user interface
- use an intuitive design to search for content by section, question or topic
- perform data filters at multiple levels, including by region and/or country, industry sector, contact centre size, service, provider, and contact type
- compare historical data for trend analysis
- access headline commentary on the research findings
- view 700+ performance metrics
- export the relevant graphs straight to your desktop
- convert all of the charts in the Portal to data table format
- 'ask an expert' and receive guidance and information from our subject matter experts

Contact cc.benchmarking@dimensiondata.com for further details and information on how you can secure access.





additional information

Report pricing

2016 Report – USD 1,500 (20% discount for partner association members)

2015 Report – USD 995

Order via our website <http://www.dimensiondatacx.com/full-report/>

Participate – get the report free

You can secure a free copy of the Global Contact Centre Benchmarking Report by participating in our research program(s).

Register your interest at

www.dimensiondata.com/benchmarking

Subscribe to updates

To ensure you receive regular updates on the latest content/material or if you need to update your contact information please visit our website

www.dimensiondata.com/benchmarking

Consulting

Please contact us for more information about Dimension Data's consulting services via cc.benchmarking@dimensiondata.com.

Participant benefits

Each participant completing our annual benchmarking questionnaire receives:

- a free electronic copy of the latest Global Contact Centre Benchmarking Report, valued at USD 1,500
- access to our online Benchmark Comparison Portal
- access to year-round benchmarking outputs in different formats (industry vertical reports, infographics, video highlights and more)

Register now at:

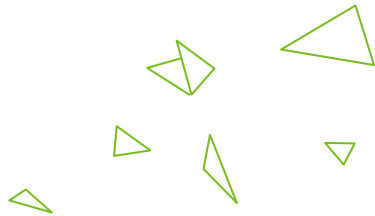
www.dimensiondata.com/benchmarking

Reference the benchmarking results

We want our benchmarking content to be accessible and easy to reference.

Any part of the Report may be reproduced or used in extract form as long as the material is appropriately credited and referenced as being extracted from 'Dimension Data's 2016 Global Contact Centre Benchmarking Report'.

Please refer to our copyright statement on page 2 for full details.



about us

About Dimension Data

Dimension Data harnesses the transformative power of technology to help organisations achieve great things in the digital era. As a member of the NTT Group, we focus on digital infrastructure, hybrid cloud, workspaces for tomorrow, cybersecurity, and network as the platform. With a turnover of USD 7.5 billion and offices in 58 countries, we deliver services wherever our clients are, at every stage of their technology journey. Accelerate your ambition.

For more information, please visit www.dimensiondata.com



About Customer Experience (CX)

Customer experience (CX) forms part of Dimension Data's Customer Experience (CX) and Collaboration Business Unit and enables over 7 billion customer interactions a year. We have over 33 years' experience in planning, designing, integrating, and managing contact centres for our clients globally.

Our consulting, professional, managed, and cloud contact centre services make complex customer engagement environments simple and effective, enabling organisations to differentiate and grow the value of their customer base.

Our omnichannel, workforce optimisation, and analytics solutions integrate the physical, digital, and contact centre worlds, enabling a seamless CX which creates organisational engagement and value.

For more information, please visit www.dimensiondatacx.com

About Merchants

Merchants – a Dimension Data company – is a leading customer management outsourcing solution provider specialising in business process outsourcing (BPO) that delivers customer experience (CX) and customer interactions. We focus on people, process, and technology to create exceptional CXs.

We are pioneers in the contact centre industry, with 35 years of experience in creating and managing contact centre operations around the world for blue chip clients. Our services and solutions are built on tried and trusted models, systems, and processes which are based on best practice standards.

We are passionate about people. Our ability to attract the best talent, coupled with our rich history of success and innovation across different industries around the world, is what differentiates us from our competitors.

For more information, please visit www.merchants.co.za





contact details

Global Contact Centre Benchmarking

Andrew McNair
Head of Global Benchmarking,
Customer Experience (Global)
Tel: +1 778 991 0055
andrew.mcnaire@dimensiondata.com

Richard Holmes
Global Benchmarking Manager,
Customer Experience (Global)
Tel: +44 7812 009 588
richard.holmes@dimensiondata.com

Global spokespersons

Robert Allman
Principal Director,
Customer Experience (Global)
Tel: +44 7964 194 643
robert.allman@dimensiondata.com

Mike Wells
Senior Director, CX Consulting,
Customer Experience (Global)
Tel: +44 7812 009 562
mike.wells@dimensiondata.com

Regional contacts

Americas

Amy Reynolds Smith
Vice President, Customer Experience
and Collaboration
Tel: +1 858 427 2678
amy.smith@dimensiondata.com

Asia Pacific

Nagi K
General Manager, Customer Experience
and Collaboration
Tel: +65 9785 9297
nagi.k@dimensiondata.com

Australia

Michael Slip
General Manager, Customer Experience
and Collaboration
Tel: +61 2 8249 5426
michael.slip@dimensiondata.com

Europe

Siegfried Schallenmueller
General Manager, Customer Experience
Tel: +49 1522 8808 844
siegfried.schallenmueller@dimensiondata.com

Middle East & Africa

Jay Reddy
Executive, Customer Experience
and Collaboration
Tel: +27 82 411 2258
jay.reddy@dimensiondata.com

UK

Chris Nunn
Head of Business Unit, Customer
Experience and Collaboration
Tel: +44 7920 501 493
chris.nunn@dimensiondata.com

Tony Smith
Customer Experience Solutions
Tel: +44 7964 899 891
tony.smith@dimensiondata.com

Merchants – A Dimension Data Company

**George Todd, Managing Director,
Merchants BPO**
Tel: +27 82 803 3916
george.todd@merchants.co.za

Social



@DiDataCX



Dimension Data Customer Experience (CX)



Global Contact Centre Benchmarking Group

Websites

www.dimensiondata.com/benchmarking
www.dimensiondata.com
www.merchants.co.za