Dimension Data's 2016 Global Contact Centre Benchmarking Report

Global results

Digital transformation with a human touch

17 June 2016

dimension data

accelerate your ambition

The Global Contact Centre

Benchmarking Report

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

Annual global research study of multichannel interactions and the contact centre

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 spanning innovative strategies on operations and technology to self- and assisted-service solutions

About the **2016 Report**

6 chapters,
700+ data points,
80+ charts of results

1320 companies from
81 countries globally contributed
to this year's research

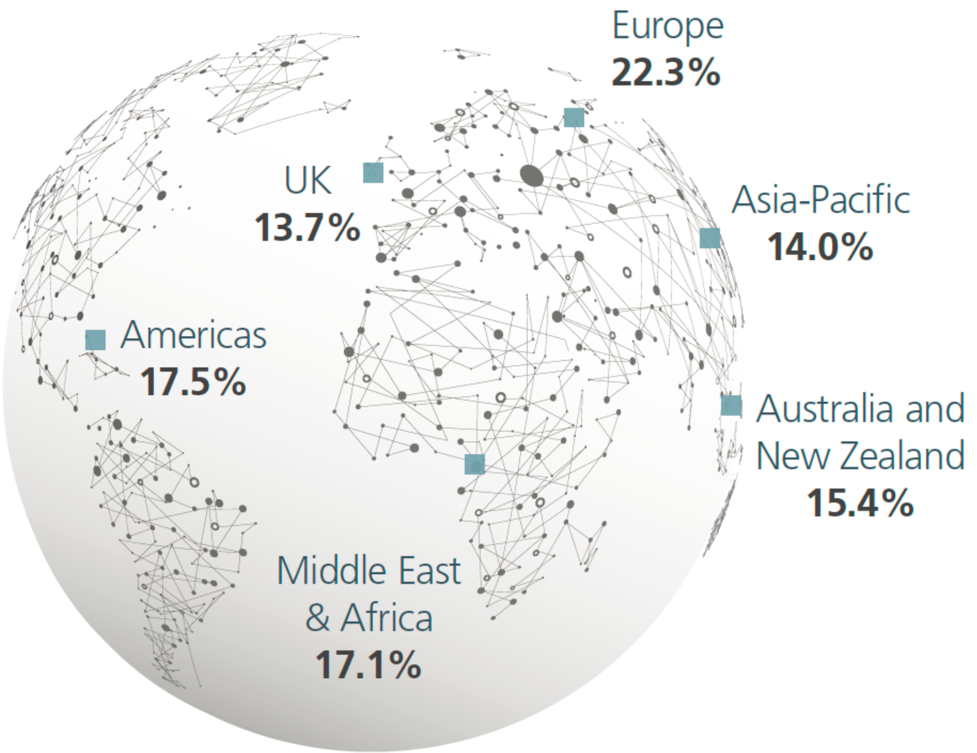
Analysis with **context**
and **recommendations**
on best practices

16 new questions
and existing survey
expanded to include
digital

25 country/regional
highlights summary
reports

New for 2016
bespoke report
builder via new website

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)

What’s included?

CX strategy and innovation
contact channels
centre maturity
market trends
financial positioning
location planning
strategic performance
innovation

Contact centre operations
customer satisfaction
contact quality
management information
contact statistics
contact resolution
performance management

Customer analytics
customer segmentation
single view of customer
customer intelligence
service determinants
process re-engineering
internal SLAs

Workforce optimisation
staffing models
training
competency management
employee engagement
human resources
workforce management

Digital services
self-service capability
self-service priorities
customer behaviours
contact statistics
process reviews
channel development

Technology solutions
technology trends
technology readiness
ownership
contact centre deployments
application functionality
service management

The big picture…

CX transformation: evolution of the contact centre

1990s
Call
Replacing **face to face**
Provide improved **customer access**

2000s
Contact
Channel migration for **cost reduction**
Broadening channel access

2010s
Multichannel
Part of a **multichannel experience**
Supporting **other channels** - not always first choice

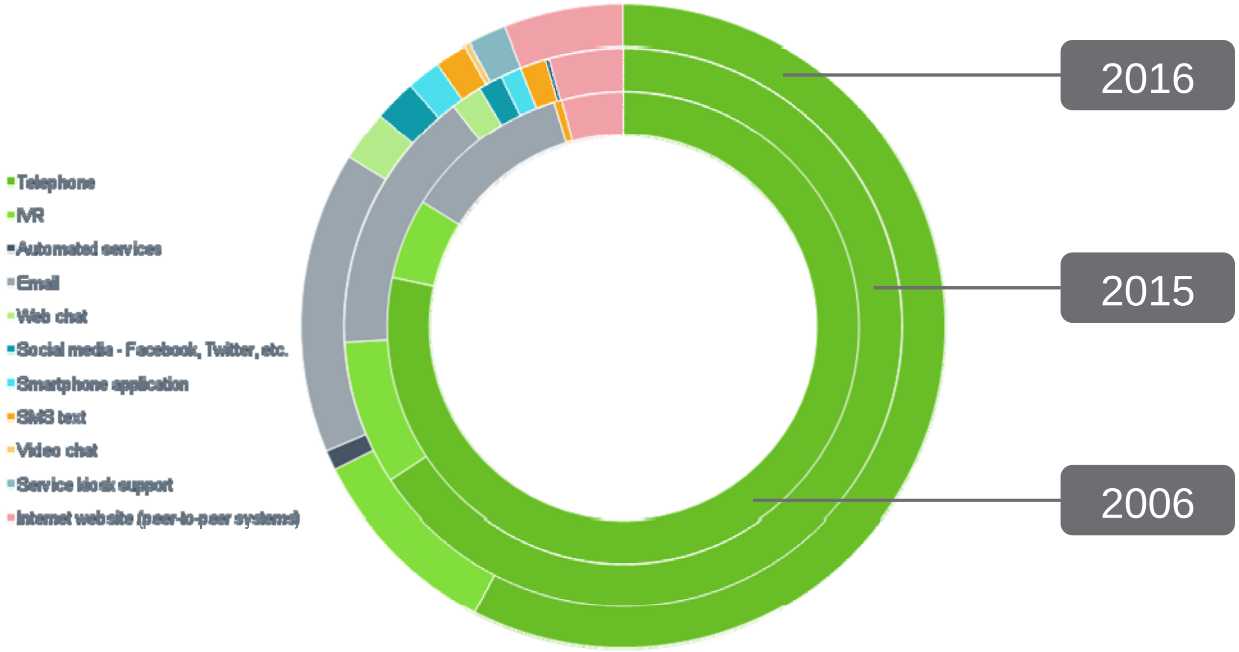
2016 – 2020
Omnichannel
Focused on resolving user issues **'in-channel'**
Providing assisted support for **integrated** digital channels

2016-2020s
Personalisation & proactive CX
Digital analytics
Technology enablement

Telephone-primed CX

Digital-primed CX

The digital progression…

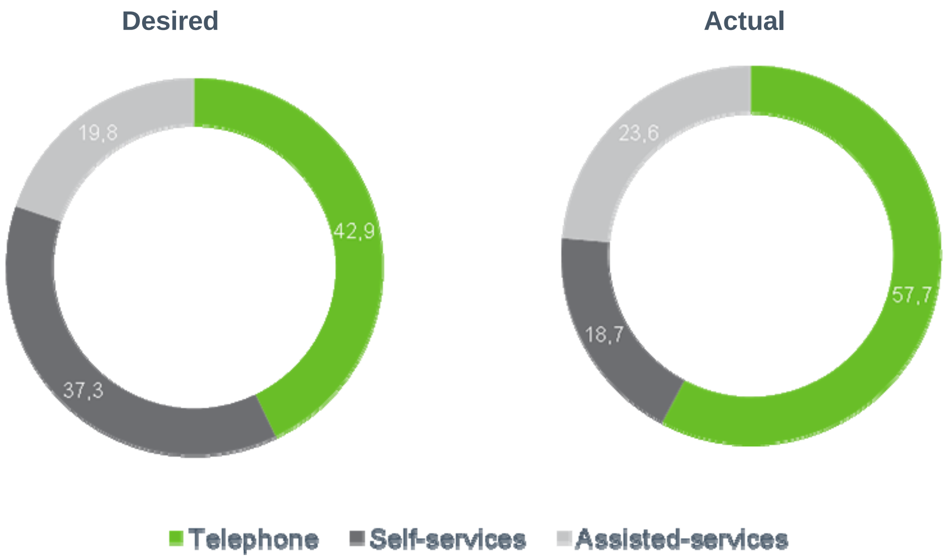


The digital revolution continues

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

The challenge…

Contact by channel: Actual split versus desired split



Desired split still some way to go before actual target numbers achieved

Desired phone is 42.9% versus actual of 57.7%

Desired self-service is 37.3% versus actual of 18.7%

What is your desired split of customer interactions by channel grouping?

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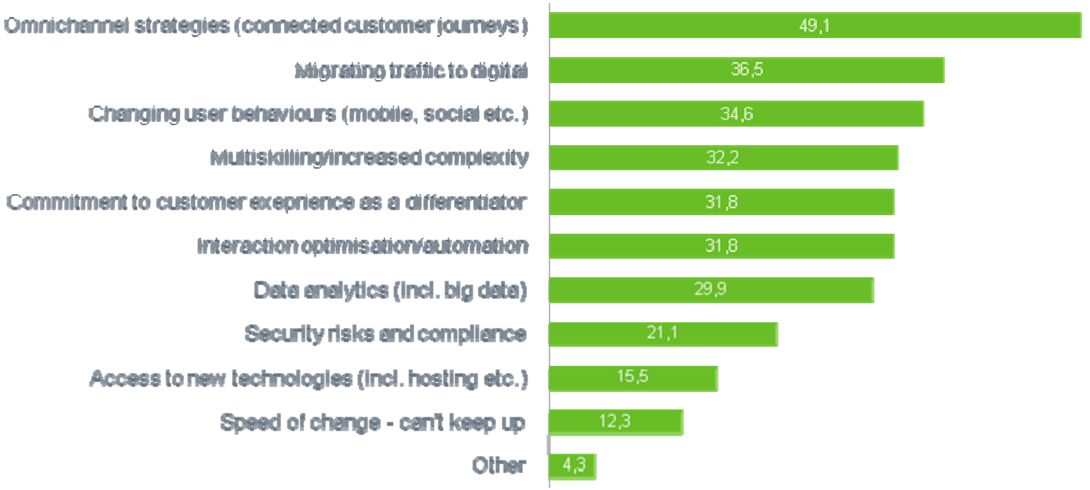
Industry trends affecting contact centre



Connected (omnichannel) customer journeys taking precedence

More so than migration of traffic to alternative channels

What are the top three industry trends affecting your CX capability?

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Innovation and emerging trends

Analytics again voted top factor that will reshape industry

Personalised service offerings fall right behind architecture capability as top CX enabler

What are the top three things that will reshape the contact centre industry (and CX) during the next five years?

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The detail …

Digital interactions dominate:

Digital volumes handled by contact centres on track to exceed phone by end of 2016

Growth in almost every digital channel, contrasts with 11.1% shrinkage of phone in split of interactions handled by contact centre

Cost reduction now top reason for offering self-/assisted-service channels (ahead of CX)

But 1 in 3 say digital tech not meeting business needs

SOURCE: 2016 Global Contact Centre Benchmarking Report

Contacts handled by channel

	2014	2015	2016
Telephone	66.0	65.7	57.7
Email	13.3	15.5	15.2
IVR (touchtone/speech)	10.9	8.4	10.0
Internet website (incl. knowledge portals, peer-to-peer systems etc.)	5.8	4.3	6.0
Web chat (incl. instant messaging, co-browse)	1.2	1.8	2.6
Social media - Facebook, Twitter, etc.	1.0	1.4	2.1
Service kiosk support (i.e. branch walk-ins)	Not asked	Not asked	1.8
Mobile application (smartphone, tablet apps)	0.6	1.2	1.7
SMS text	1.2	1.5	1.6
Automated services (e.g. push messages, auto updates, etc.)	Not asked	Not asked	1.0
Video chat	Not asked	0.2	0.3

What's the percentage split of interactions being handled across the channels offered to your customers?

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Contacts by phone drop again, by 12% year on year

Supports our forecast that digital to surpass phone by end 2016

Activity rises on almost every digital channel

Popularity of channel type by age group

	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 years		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

Mobile a top 3 choice for everyone <55

Social media top for those under 25; phone still preference for 35> (it's not going away anytime soon)

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

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Strategy and innovation

CX recognised as a clear differentiator:

it's dominating the service revolution as organisations go beyond….go digital or die

83% recognise CX as a competitive differentiator

That's a rise of 30% since 2012

78% recognise CX as the most important board level/exco strategic performance measure

77% can evidence cost saving benefits via improved CX;

74% say it increases company profits/revenues

SOURCE: 2016 Global Contact Centre Benchmarking Report

Connecting the customer journey….by design:

Seamless CX across an increasing number of channels has driven demand on contact centres to create a unified experience

Omnichannel top trend for 2016

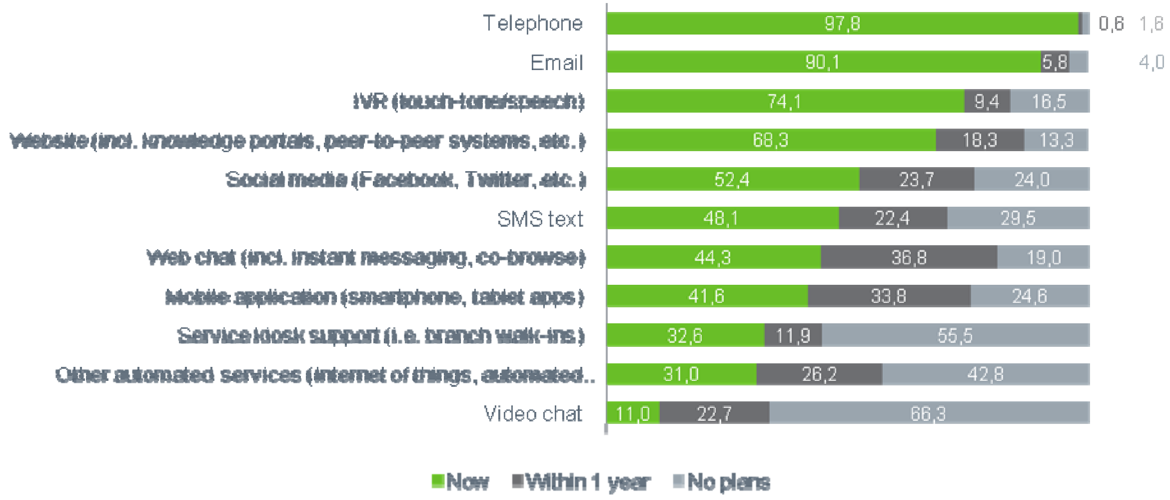
Full channel integration levels set to treble from 22.4% to 74.6% in next two years

Connected customer journeys and ease of resolution now top focus as most centres look to offer 9 or more channel offerings

Customer journey mapping emerging as a top 5 year trend alongside analytics that will re-shape industry. For now just 17% can locate problem hotspots

SOURCE: 2016 Global Contact Centre Benchmarking Report

Services supported by contact centre



Average of 9 channels for most by 2017

Mobile app offerings up 61%
Automated services emerging as dark horse game changer

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

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Proactive automation:

Across the spread of digital channels will drive proactive outbound activity, pre-empting customer needs and reducing costs

31% have capability now, it will rise to 57% by end of year

Proactive outbound now third behind phone and email for initiating contact on complaints (7%), service enquiry updates (17%), sales and marketing (21%) and default notifications (24%

Internet of things emerges onto the horizon too, as customer journey analysis identifies opportunity to reduce call propensity

SOURCE: 2016 Global Contact Centre Benchmarking Report

Reasons for offering self-/assisted-services

	Percentage
Improve customer experience	73.7
Cost reduction	67.9
Customer appetite for digital	55.9
Part of an omnichannel strategy (creating seamless customer journeys across channels)	45.5
Extends service coverage hours	45.4
Improve sales opportunity/revenue generation	24.1
Improve employee engagement	19.5
Other	5.3

CX now top factor driving digital channel presence

Cost pressures lessen on past years results

What are your main reasons for offering self-/assisted-service channels?

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Analytics and service personalization:

The power of data analytics helping organisations to offer an enhanced choice tailored to the customer to deliver a more personalized CX

Personalisation of services will be key and enabled by analytics – voted top trend that will change the industry in next 5 years

Yet, 79% still have no big picture view of interactions across service channels

Number pre-identifying and segmenting customers has increased for 3rd consecutive year; channel prioritisation and customer groupings top methods in play

SOURCE: 2016 Global Contact Centre Benchmarking Report

Cloud and hybrid solutions:

Cloud in some form no longer a discussion. 60% plan to locate tech in cloud.

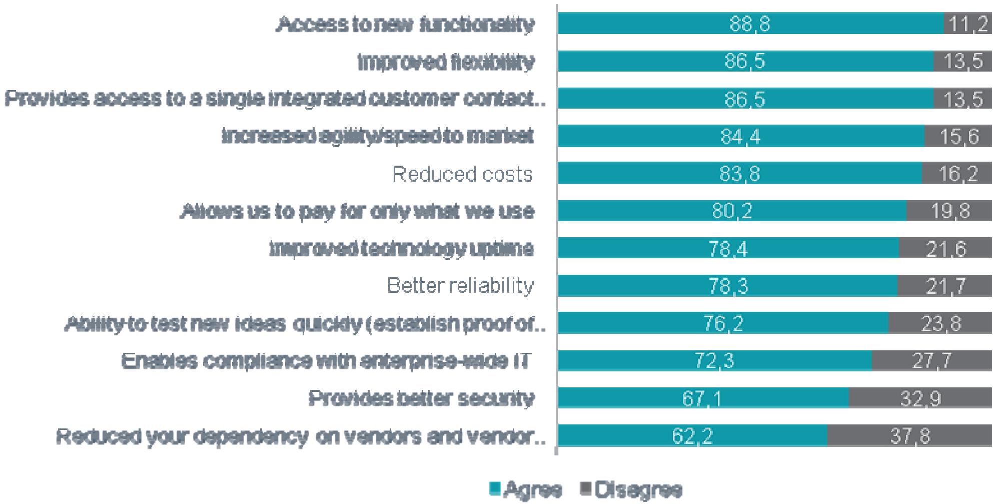
61% plan to locate their technology in the cloud

30% leaning towards hybrid cloud; 23% a private cloud and 8% a shared/public cloud solution

In future, just 23% will own and retain technology on premise

SOURCE: 2016 Global Contact Centre Benchmarking Report

Impact of hosted/cloud technologies on the business



87% of existing users highlight it provides access to a single integrated customer platform

89% says it enables access to new functionality

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

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The digital revolution is being held back - Human Touch is Missing

Design

User inputs to technology requirements low

Testing and approvals scarce

Management

Consistent and proven techniques missing

Objectives not aligned

Ownership

Responsibility for the delivery of business case objectives

Silo approach to channel mgt.

Top 5 themes and emerging trends – 2016 Report

CX recognised as clear differentiator: it’s dominating the service revolution.

Connecting the customer journey…by design: 9 channels now the norm; it’s driving omnichannel (connected customer journeys)

Proactive automation: proactive outbound activity, pre-empting customer needs, improving CX

Analytics and service personalisation: data analytics helping organisations to to deliver a more personalised CX

Cloud and hybrid solutions: Cloud in some form now longer a discussion.
Existing users offer compelling case study evidence

Dynamically Filter
All of the data in the Benchmarking Report by 8 levels

Benchmark Comparison

Portal

www.dimensiondatacx.com

Further information…

2016 Global Contact Centre Benchmarking Report

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@DiDataCX | **#CCBenchmarking**

Global Contact Centre Benchmarking Discussion Group
Dimension Data Contact Centres Showcase Page