1. Contact centers continue to grow — in size and strategic importance

- 96% of respondents expect contact center growth in the next two years primarily to support business growth and customer experience demands.

- 72% of respondents are planning contact center transformation in the next two years with heavy emphasis on consolidation, outsourcing, and/or establishing new contact centers.

2. Volumes on all contact channels are expected to grow

- Web self-service, email, and mobile are likely to experience the largest growth for simple inquiries.
  - Email: 80%
  - Mobile: 77%
  - Web (Self): 83%

- Voice, web chat and email are projected to experience the largest growth for complex inquiries.
  - Email: 53%
  - Web chat: 55%
  - Voice: 68%

3. Channel integration continues to struggle

- Over 30% of the respondents have not even partially integrated their channels.
  - Fully integrated: 18%
  - Partially integrated: 51%
  - Not integrated: 31%

- Email, Voice (Live), and Web (Self) have been integrated by the most respondents.
  - Email: 88%
  - Voice (Live): 75%
  - Web (Self): 61%

4. Customer Experience is a competitive differentiator

- 85% of responding organizations surveyed view customer experience provided through the contact centers as a competitive differentiator.

- Over half of the respondents believe that contact center plays a primary role in customer retention.
  - Primary: 50%
  - Secondary: 43%
  - No role: 7%

5. CXOs are accountable for contact center customer experience

- Most organizations surveyed have multiple resources responsible for customer experience delivered through the contact center.

- Top two accountable roles:
  - Contact center leader: 69%
  - CXO: 61%
**6** Reporting structures underline the growing importance of contact centers

- **74%** of respondents indicate that their contact centers report to a single department.
- **37%** of respondents indicate that their contact centers reported to a single department in 2013.

**Contact centers report to:**

- **Operations**: 52%
- **Business units**: 26%

**7** Employee satisfaction and engagement are important

- **3 in 4** of surveyed contact centers measure their employee satisfaction.
- Respondents indicate that employee or group recognition is the most effective way to improve employee satisfaction.

**8** SaaS-based solutions are projected to fuel the growth in contact center technology solutions

- CRM currently leads the way in use of SaaS-based solutions among those surveyed, and is expected to continue to do so in the next two years.
- WFM, Social, and Mobile will likely see the biggest increases in use of SaaS-based solutions in the next two years.

**9** Contact centers continue to utilize outsourcing, but the usage of remote staff hasn’t quite gained traction

- **35%** of respondents outsource their contact centers.
- Of those, more than half outsource over 50% of their resources.

**10** Industry trends continue to shape contact center evolution

- **70%** of Health Plans surveyed believe contact centers play a primary role in customer retention.
- **75%** of Health Care Providers surveyed view customer experience provided through the contact centers as a competitive differentiator.

**51%**

**13%**

**33%**

- Technology/Media/Telecom (TMT) has the highest use rates of outsourced reps at
- Financial Services has the highest percentage of remote representatives at
- Retail and TMT lead the way in operationalizing omni-channel strategy with
- Having fully integrated their channels.