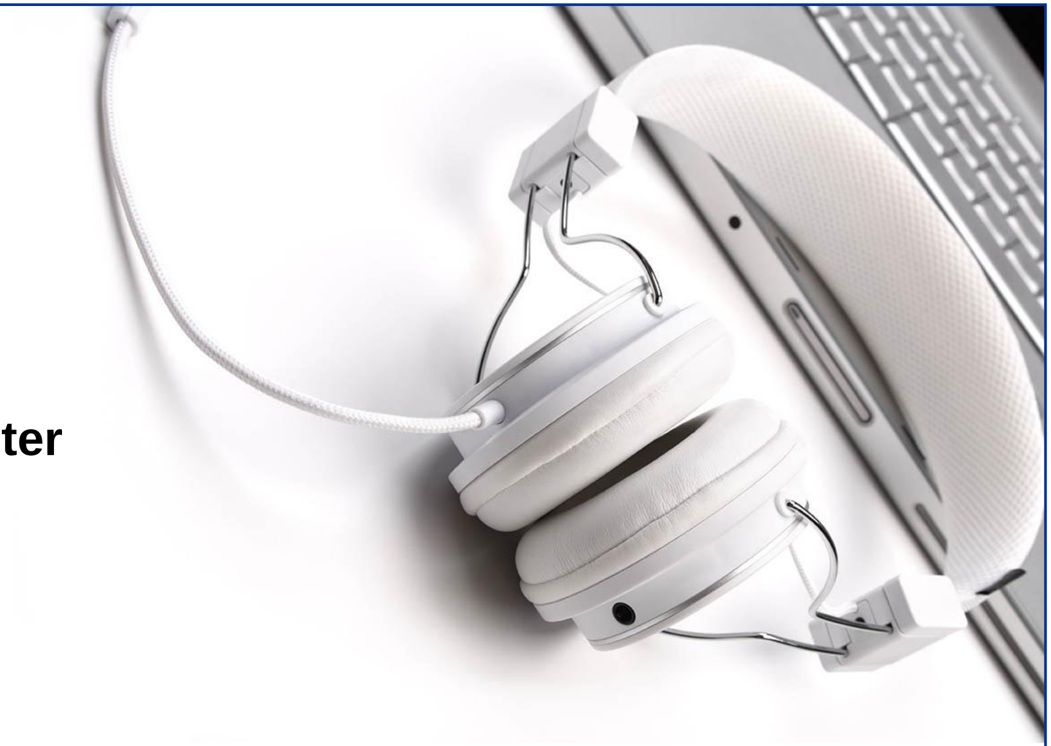
Deloitte.

# 2013 Global Contact Center Survey Results



Deloitte Consulting LLP

March 2013

# Contents

# About the survey

# 2013 Global Contact Center Survey Overview

Deloitte Consulting's 2013 Global Contact Center Survey focused on contact center industry leaders' perspectives on both current and forward-looking topics across the dimensions of contact center strategy, operations, people, and technology. Specifically, insights were obtained on contact center hot topics such as growth projections, customer experience drivers, location considerations, multi-channel focus areas, and organizational alignment.

The survey had nearly 300 responses representing over 560 contact centers and four continents. Survey respondents represented seven industries and included those with executive and/or operational responsibility for at least a portion of the contact center function within their respective organization.

This document includes an executive summary of the specific survey results and the associated insights gleaned from those results, as well as a detailed breakdown of the survey questions and resulting findings. Survey results were grouped into four categories – Geography, Organization & Scope, Operations, and Future Plans.

**For questions about the 2013 Global Contact Center Survey or to discuss its findings and implications for your business, please contact Andy Haas (andyhaas@deloitte.com)**

# Top 10 Insights

# Top 10 insights from the 2013 Contact Center Survey

| | |
|---|---|
| **1) Contact centers continue to grow – in size & strategic importance** | • 77% of contact centers expect to maintain or grow in size in the next 12-24 months<br>• Expansion plans are driven by the need to improve service and/or to support business growth |
| **2) Location strategies continue to shift** | • 36% of organizations are actively or planning to relocate contact center facilities<br>• The United States is the location of choice for many relocation and/or growth plans<br>• Access to labor is an important consideration for choosing a possible expansion location |
| **3) Volume is growing across all channels** | • All contact channels expect volume growth in the next 12-24 months, with Email (46%) and Social Media (38%) anticipating the largest growth<br>• Specific-channel growth differentiates by industry and closely ties to industry-specific contact center maturity |
| **4) Customer experience is a competitive differentiator** | • 62% of organizations view customer experience provided through contact centers as a competitive differentiator<br>• 40% of organizations have dedicated customer experience resources<br>• 82% recognized “Accuracy and quality of information” as the most important customer experience attribute |
| **5) Multi-channel contact centers are now expected** | • 85% of respondent organizations support multi-channel customer interactions<br>• Today, 33% of contact centers provide social media contact channels<br>• 92% of organizations that view customer experience as a differentiator offer multiple contact channels |

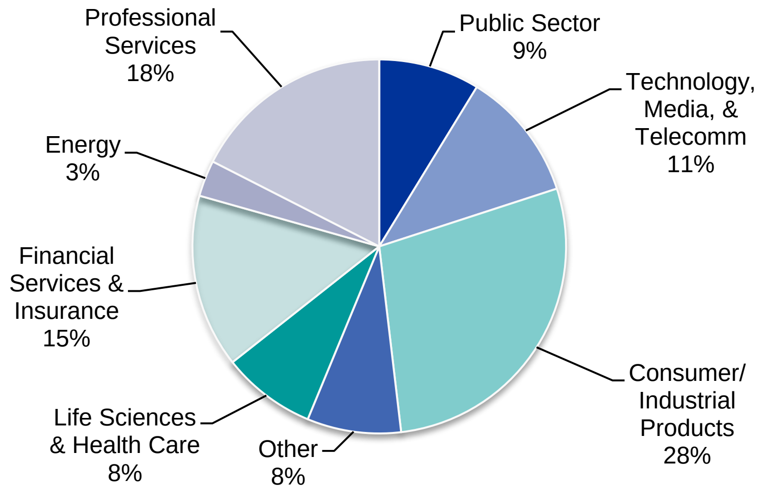
# Top 10 insights from the 2013 Contact Center Survey (cont'd)

| | |
|---|---|
| **6) The struggle to balance cost and quality continues** | • 56% of organizations believe cost and quality management are equally important<br>• Cost becomes more important in larger contact centers and contact center organizations with more outsourced and remote resources |
| **7) Contact Center leaders balance multiple reporting relationships** | • Overall, there is a 50-50 split between single and multiple function reporting relationships for contact center leaders<br>• However, nearly ¾ of contact center leaders have a multi-functional reporting relationship when contact centers span multiple regions<br>• Contact center leaders report to Operations or Business Units most frequently |
| **8) Call monitoring emerges to be the top customer feedback mechanism** | • 55% of organizations believe "Call / Contact monitoring" to be the most effective way to gather customer feedback<br>• Direct Customer Feedback via the web or email and Customer surveys continue to be a popular method for capturing customer feedback<br>• Social media listening has not emerged for capturing customer feedback |
| **9) Integrated reporting continues to grow in importance** | • 62% of organizations have completely- or somewhat-integrated reporting and analytics<br>• 87% will either keep or extend the level of cross-channel integrated reporting and analytics |
| **10) Large, outsourced contact centers have the highest turnover rates** | • Large contact centers suffer from very high annual turnover rates among their representatives<br>• Organizations with fewer outsourced or remote resources have less annual turnover |

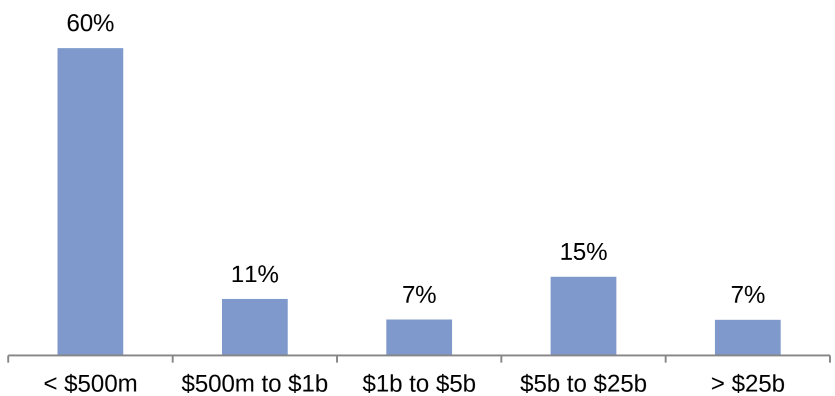
## Survey participant profile

# Deloitte Consulting's 2012 Global Contact Center Survey attracted almost 300 respondents

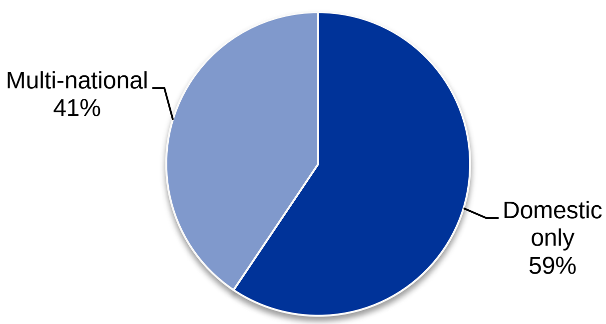
### What is your organization's primary industry?




### What are the annual revenues of your organization?




### What is the geographic span of your company?

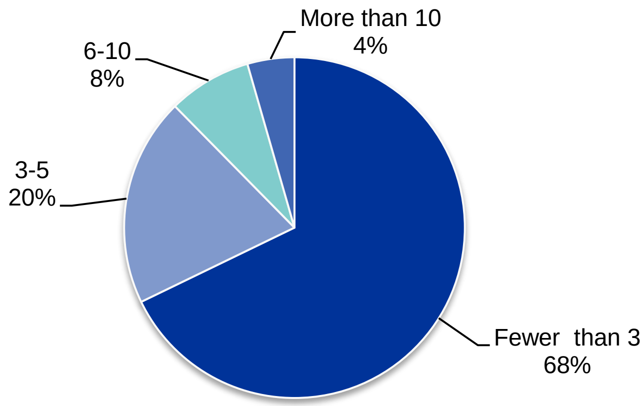



### Findings

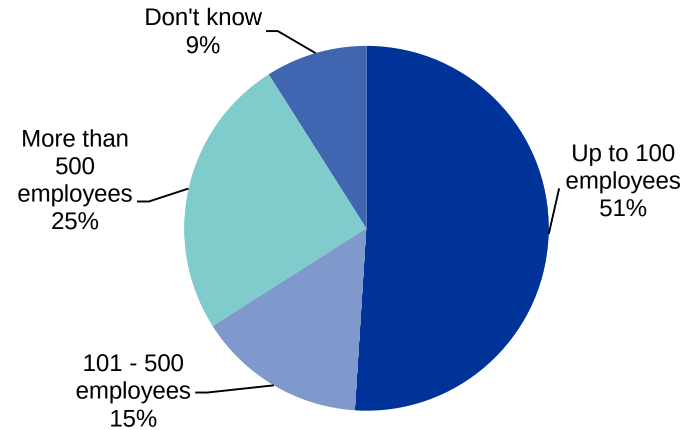
- Seven primary industries were represented in the survey with Consumer Business (28%) representing the largest industry participation
- Median organization revenue was $3.9B with over 40 organizations exceeding $5B annual revenue
- ~60% of organizations are small, domestic-based businesses, however, nearly 90 organizations with revenues greater than $1B were represented

# Survey respondents provided data for over 560 contact centers

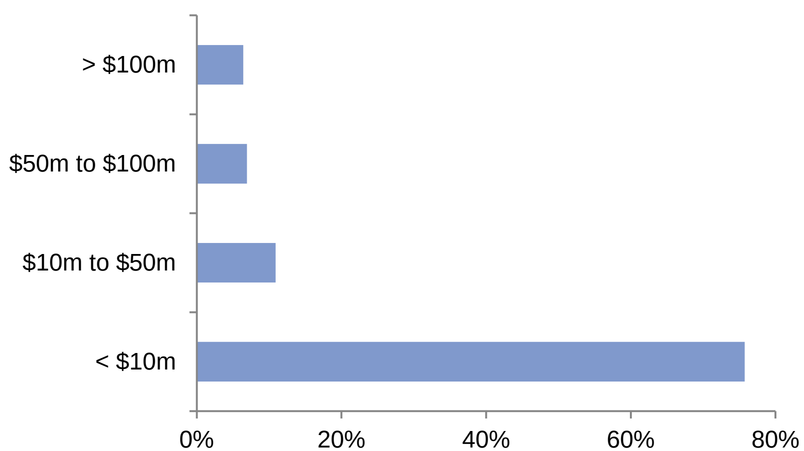
### How many contact centers does your organization have?




### How many contact center representatives does your company have across all of its contact center(s)?




### What is your total annual contact center budget?



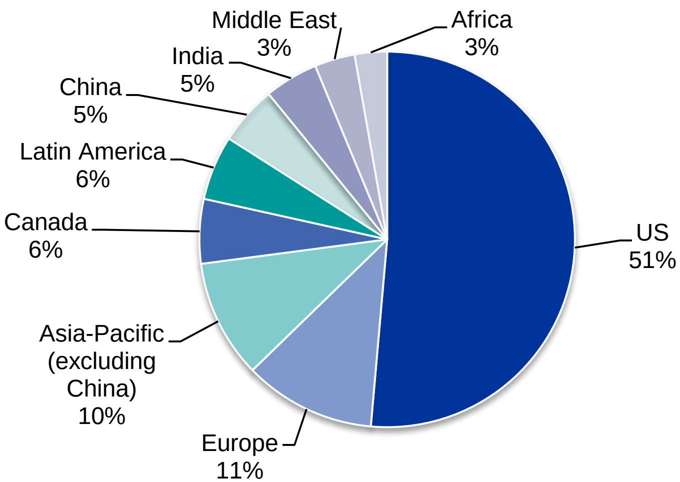

### Findings

- As expected, we see a high correlation between number of contact centers, number of employees and budget
- While the largest % of respondents represent smaller contact center organizations, mid- and large-sized environments were well represented:
  - 140 contact centers have 500+ employees
  - 38 contact centers have 1000+ employees

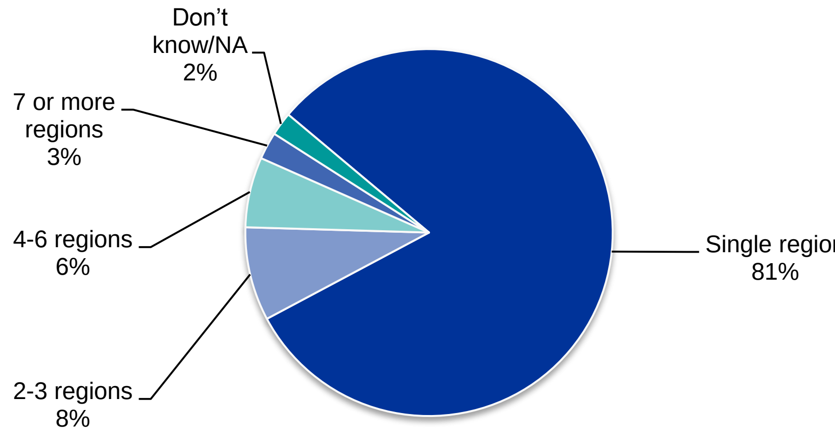
## Geography

# Most survey respondents have contact centers in a single location (primarily in the United States) and have no immediate plans of relocating their contact centers

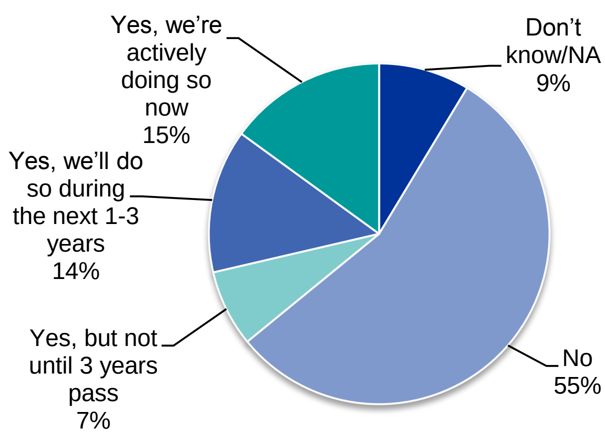
## Where are your contact centers located?




## How many regions are your contact centers currently in?




## Does your organization have plans to relocate any contact centers (captive or outsourced) in the future?

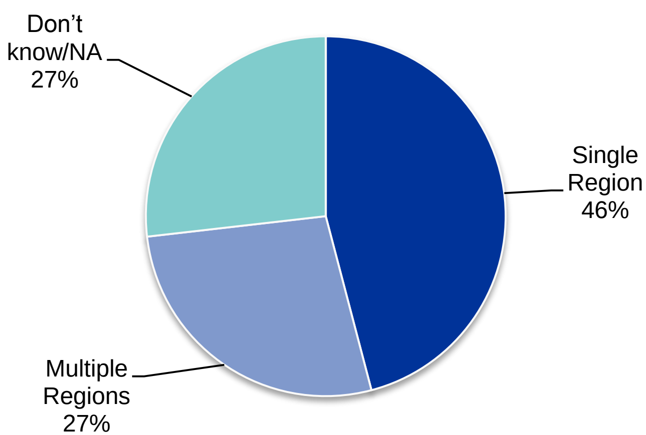



## Findings

- Nine global regions were represented in the survey with US-based contact centers representing 51%
- 17% of respondents represented multiple regions
- 36% of respondents expect to relocate contact center(s) facilities (planning or actively doing so)
  - Health Care (54%) and Technology (44%) are planning the most relocation

# For those planning to expand, most plan to expand within a single region and primarily within the United States

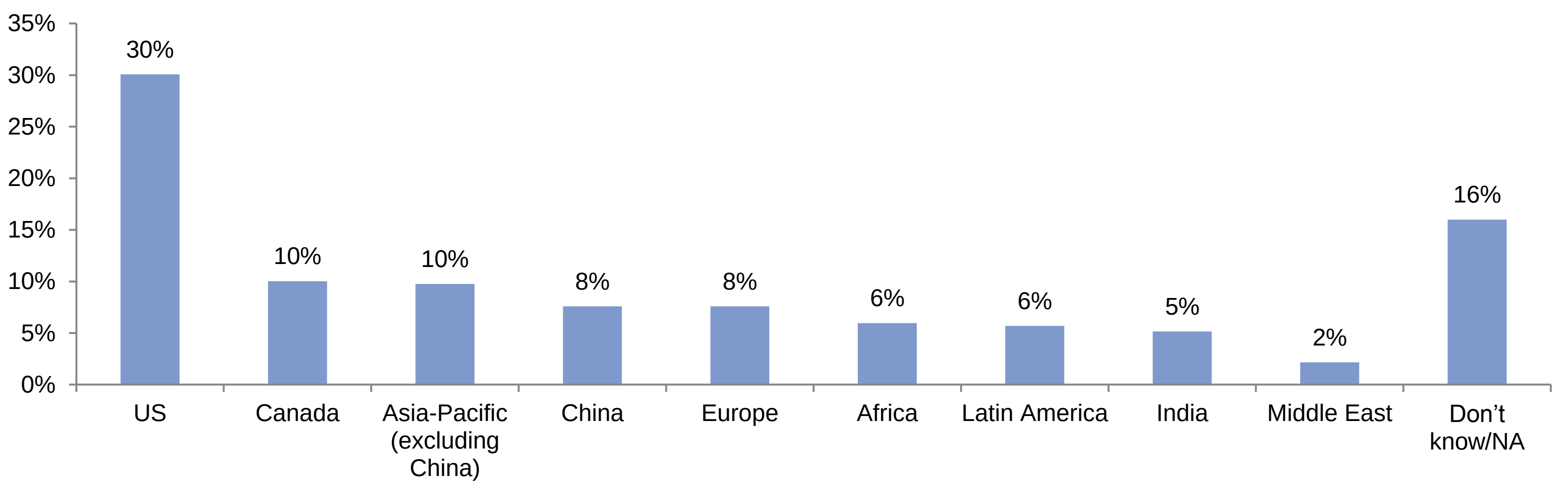
### How many regions will you consider expanding to?




### Findings

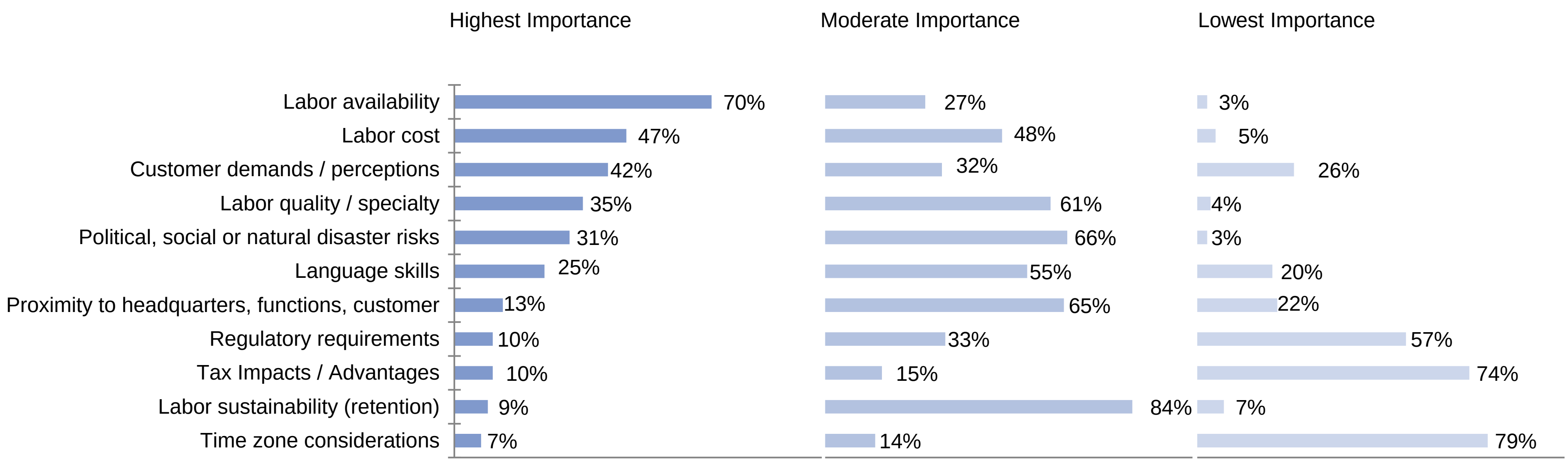
- 46% of organizations planning to expand, expect to do so within a single region
- However, while our survey represented 51% US-based contact centers, only 30% plan to expand within the US
- 27% of organizations are still planning and evaluating where they plan to expand
- Professional Services (25%) and Consumer Business (17%) are leading the way into Canada
- Technology (28%) and Professional Services (18%) are leading the way into Asia-Pacific

### Which regions will your organization consider for expansion/ relocation of its contact centers?



# Labor considerations and customer demands / perception are the most critical factors while selecting new contact center locations

### Which factor is most important to your organization when it selects the location of contact centers?




### Findings

- Labor considerations  - Labor availability (70%), Labor cost (47%) , Labor quality / specialty (42%) - were identified as some of the most important factors for contact center location
- Customer demands / perceptions  (42%) also represented a high importance factor
- While Labor sustainability (retention) was not selected as a high importance factor, it was a dominant factor of moderate performance at 84%
- Time zone considerations (79%) and Tax impacts / advantages (74%) were by far the lowest importance factors

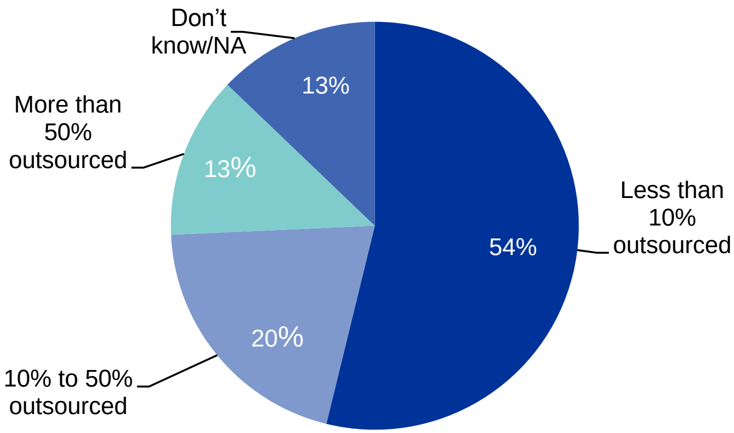
# Summary of findings in geography

- Contact center expansion and relocation continue to influence the industry creating flux and a need for structured operations and processes and flexible technology to adapt to change
- The US shows the largest single region growth, but total international (non-US) expansion exceeds US expansion almost 2 to 1
    - For US-based companies, the US continues to be the primary region for contact center expansion
    - Expansion in non-US markets is likely driven by an organization's plan for business expansion in those regions, and hence the need for local customer support
- Labor considerations continue to be the primary attribute when evaluating a contact center location or considering expansion, but customer perception is close behind

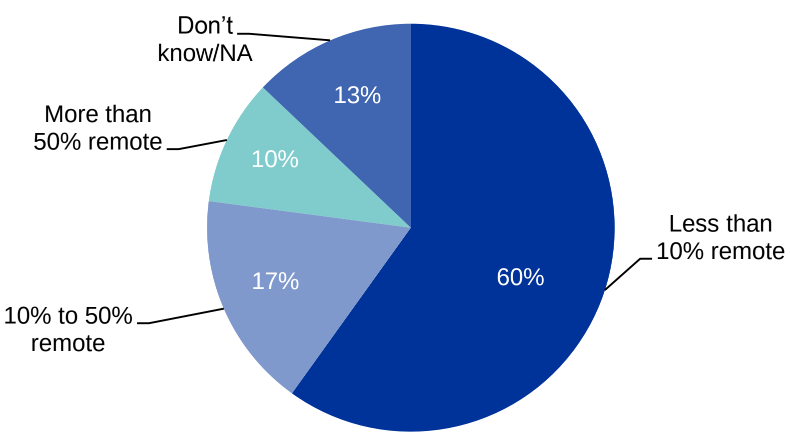
# Organization & Scope

# A majority of survey respondents have brick and mortar contact centers with in-house agents

**What % of your company's contact center representatives are outsourced resources?**




**What % of your company's contact center representatives are remote?**

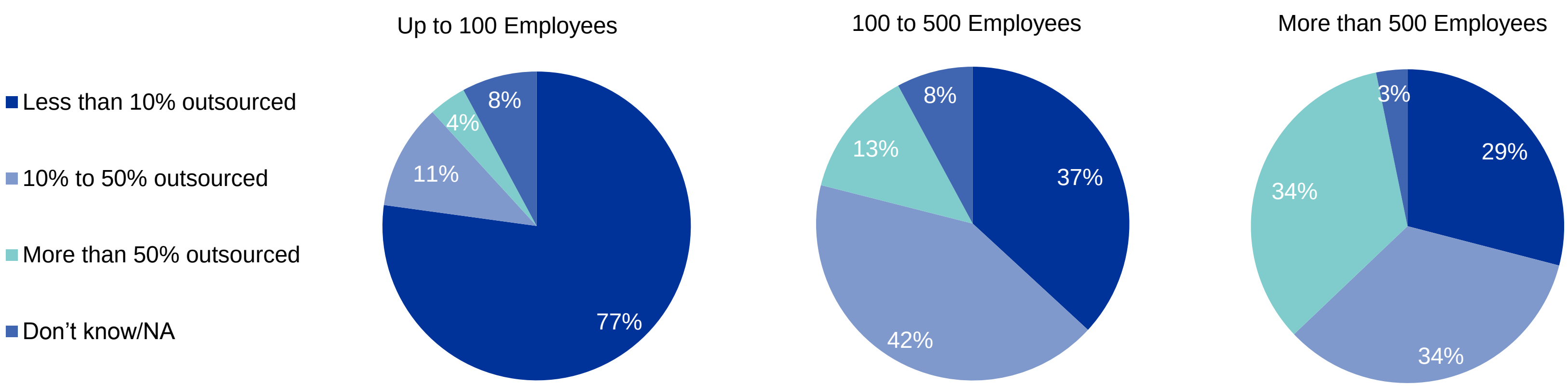



## Findings

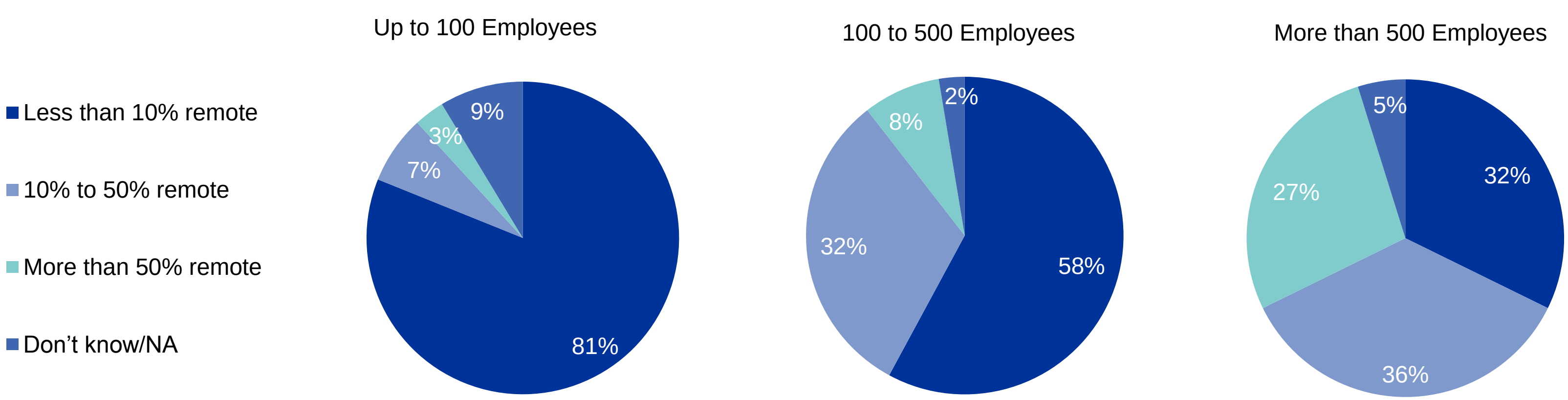
- There is a strong correlation between the amount of outsourcing and the amount of remote (e.g., "work from home") representatives used in organizations
- In organizations with more than 500 employees
    - 34% outsourced more than ½ their contact center seats
    - 27% had remote seats accounting for more than ½ their contact center seats
- In organizations with more than 3 contact center sites
    - 31% outsourced more than ½ their contact center seats
    - 25% had remote seats accounting for more than ½ their contact center seats
- However, organizations with 10 or more contact centers showed less outsourcing and remote seats
    - 50% outsourced less than 10% of their contact centers
    - 40% used less than 10% remote resources

# Large contact centers use proportionately more outsourced or remote representatives than small contact centers

## Percentage of outsourced contact center representatives against size of the contact center

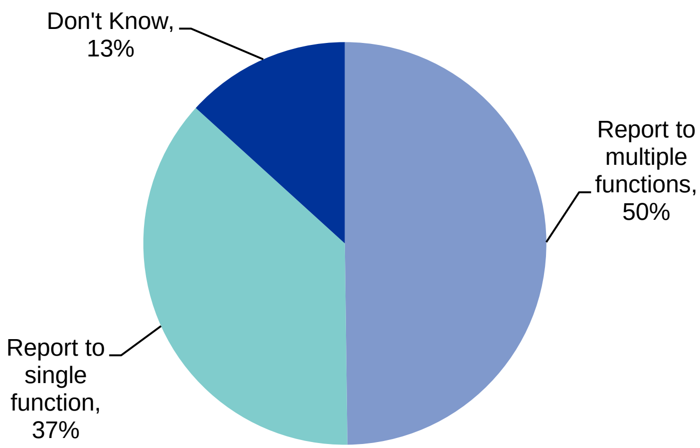



## Percentage of remote contact center representatives against size of the contact center

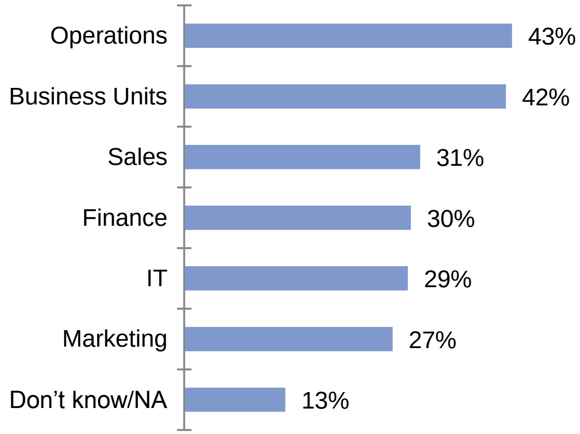


# A majority of respondents' contact centers have multiple reporting relationships within their organization

### Do contact centers report to one or more functions within your organization?




### Which function(s) do contact centers report to within your organization?

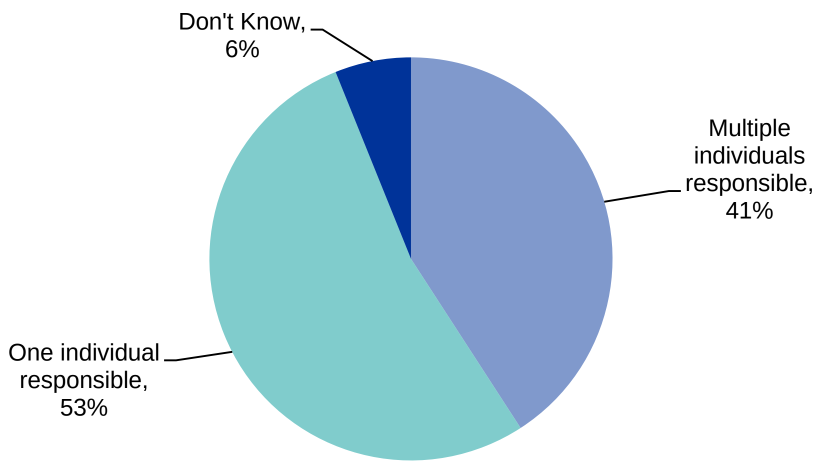



### Findings

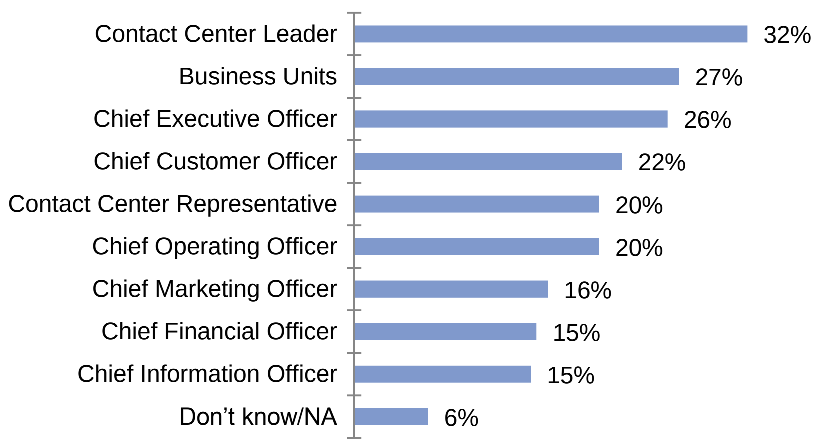
- 50% of contact centers report to multiple functions within the organization
- Operations (43%) and Business Units (42%) have the highest contact center reporting accountability
- Organizations with contact centers in multiple regions had multiple functional reporting relationships 77% of the time
- Organizations with contact centers in a single region had multiple functional reporting relationships 51% of the time
- Operations (29%) and Business Units (26%) were the most prevalent functions selected for contact centers reporting to a single function

# The Contact Center Leader is primarily responsible for delivering the Customer Experience

### Is one individual or multiple individuals responsible for the customer experience?




### Who is responsible for the customer experience within the contact center?



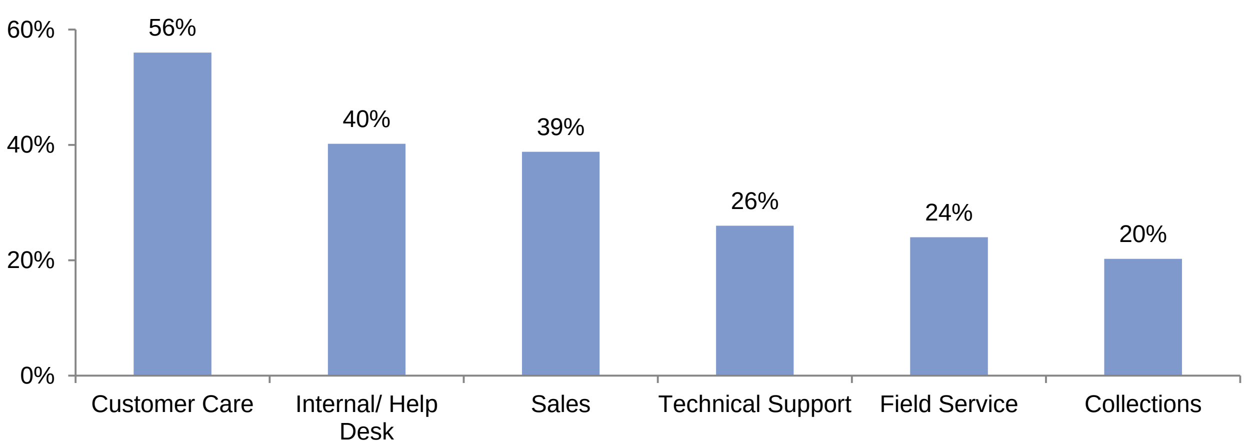

### Findings

- 53% of organizations have a single accountable owner for the customer experience within the contact center
- The Contact Center Leader was identified most frequently as responsible for the customer experience (32%)
- For organizations that identified customer experience as a strategic differentiator,
  - 40% identified the Contact Center Leader as having the primary responsibility for customer experience
  - 32% identified the Chief Customer Officer as having the primary responsibility for customer experience
- For organizations that identified customer experience as not a differentiator,
  - The CEO (21%) was the most commonly identified accountable party for customer experience

# While most organizations surveyed provide multiple services, customer care is the dominant service provided by a majority of respondents

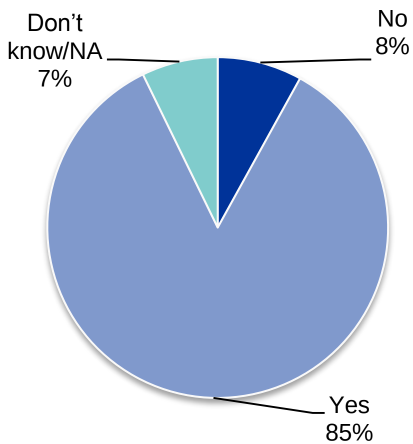
### What services do your organization's contact centers provide?


### What is the split by customer care, sales, collections, and help desk?



# Most contact centers support multiple channels, with a focus on back-office channels such as email, fax, and paper

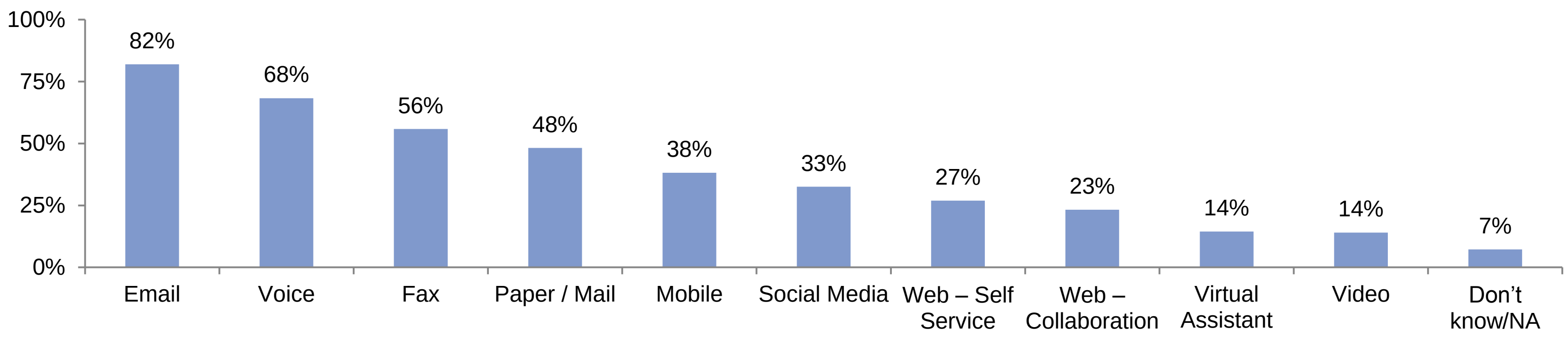
## Do your contact centers support multiple channels?




## Findings

- 85% of contact centers interact with customers through multiple channels
- 92% of contact centers that view customer experience as a differentiator offer multiple channels
- For organizations that believe customer experience is a competitive differentiator,
  - 42% offer social media
  - 34% offer voice self service
  - 30% offer web collaboration

## Which customer interaction channels are supported?



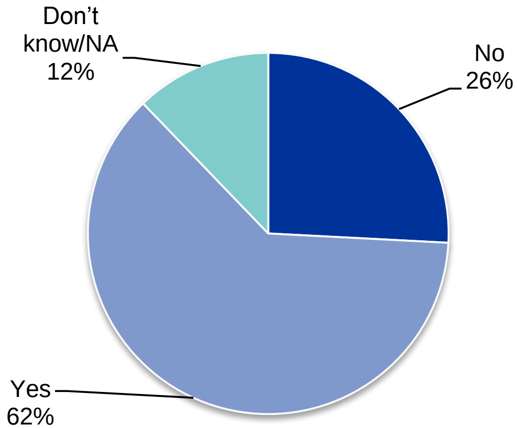
# Summary of findings in organization

- There is a high correlation between the number of outsourced and remote representatives demonstrating that organizations that outsource well can incorporate remote resources easier
- Contact centers mostly report to multiple functions within an organization with the bulk of responsibility falling to Operations and/or Business Units due to the need to:
    - deliver operational disciplines and efficiency, and
    - align with the business to deliver business objectives
- A majority of contact centers have a single accountable owner of the customer experience
    - The Contact Center Leader and the Chief Customer Officer are two key roles responsible for the customer experience within organizations that see customer experience as a differentiator
- Most contact centers offer multiple channels for customer interaction
- Traditional channels (voice, email, paper, etc.) continue to be primary customer interaction channels, but emerging channels such as social media are gaining ground

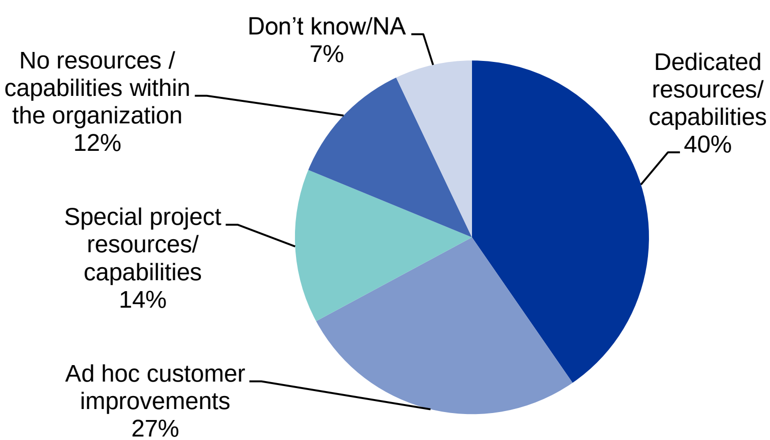
# Operations

# Leadership views the customer experience provided through the contact center as a differentiator and a majority of contact centers have dedicated resources to support it

### Does your organization's leadership view customer experience as a competitive differentiator?




### How is your contact center organized to address customer experience improvements?

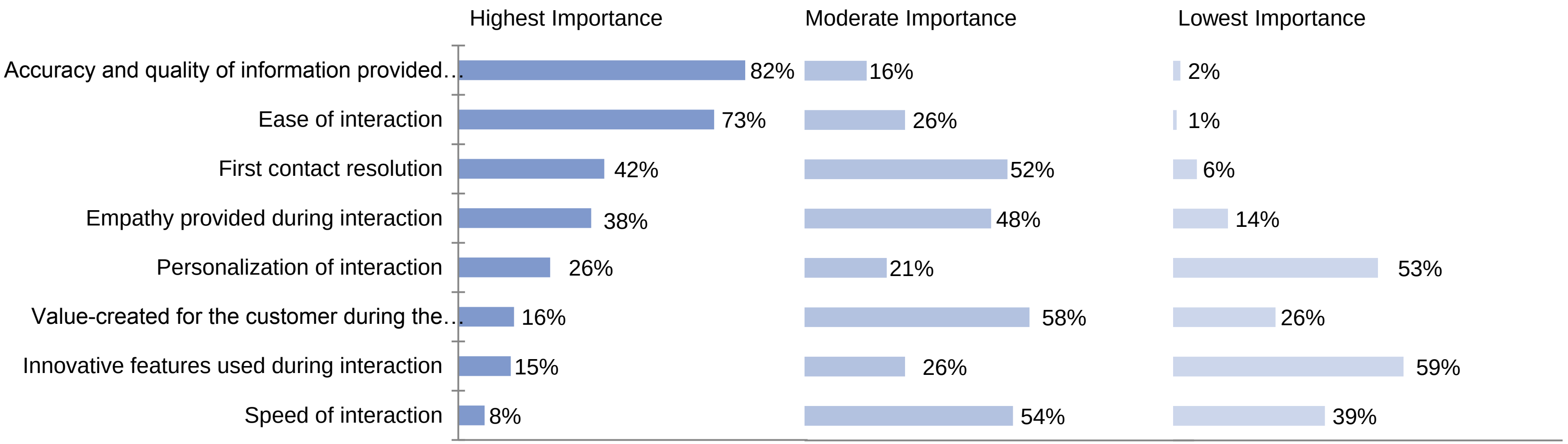



### Findings

- 40% of organizations have dedicated resources / capabilities to focus on customer experience in the contact center
- 62% of organizations view customer experience as a competitive differentiator
- For organizations that view customer experience as a competitive differentiator,
    - 45% have dedicated resources / capabilities
    - 37% have ad hoc initiatives
    - 4% have no resources within the organization
- For organizations that do not view customer experience as a differentiator,
    - 68% have special project (20%), ad hoc (18%) or dedicated resources (29%) toward customer experience

# "Accuracy and quality of information" and "Ease of interaction" are by far the most important customer experience / interaction attributes as viewed by contact centers

### What are the most important customer experience/interaction attributes?

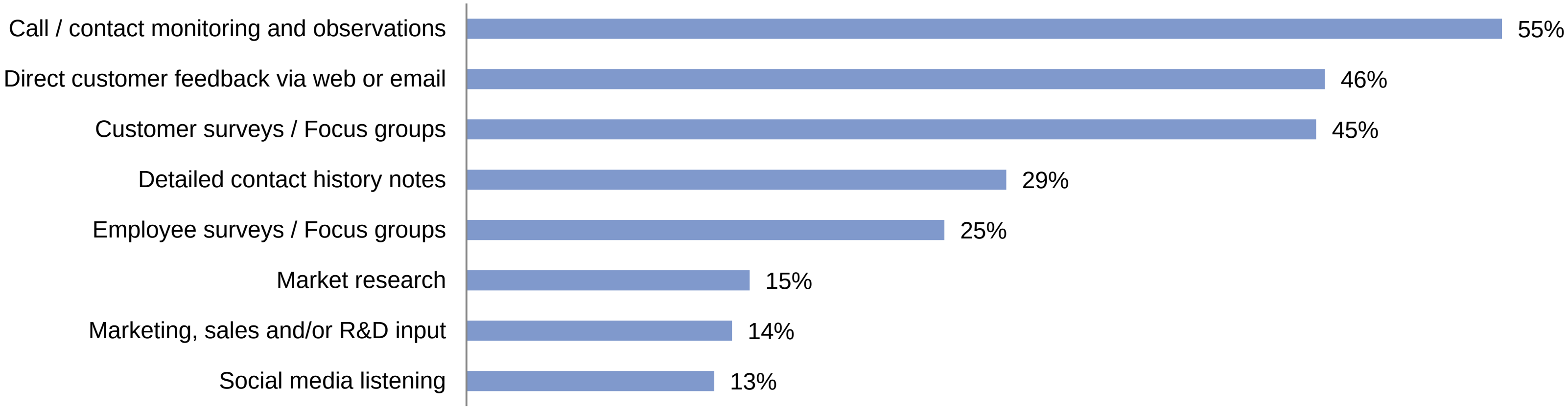



### Findings

- “Accuracy and Quality of Information” (82%) and “Ease of Interaction” (73%) were identified as the most important attributes of delivering the customer experience in the contact center
- While “Value-Created” (58%) and “Speed of Interaction” (54%) were not identified as high importance customer experience attributes, but they led the way within the moderate importance category
- “Innovative Features” (59%) and “Personalization” (53%) were the lowest important customer experience attributes

# Call monitoring is the most effective channel for capturing customer feedback, followed by direct feedback collection via web, email, surveys, or focus groups

**Percentage of respondents who ranked each channel as one of the top three most effective ways to capture customer feedback**

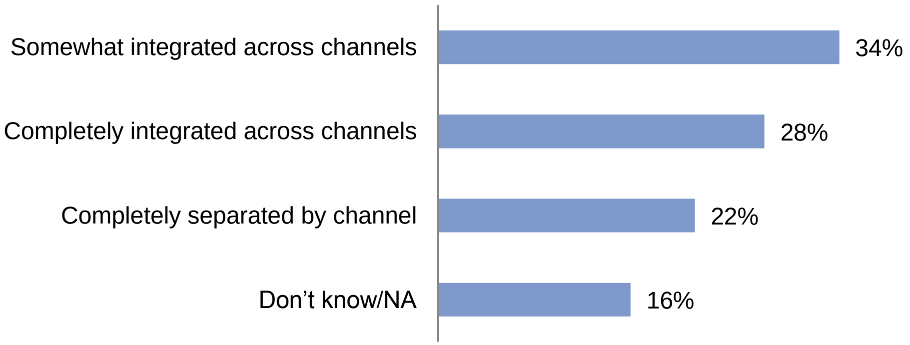



## Findings

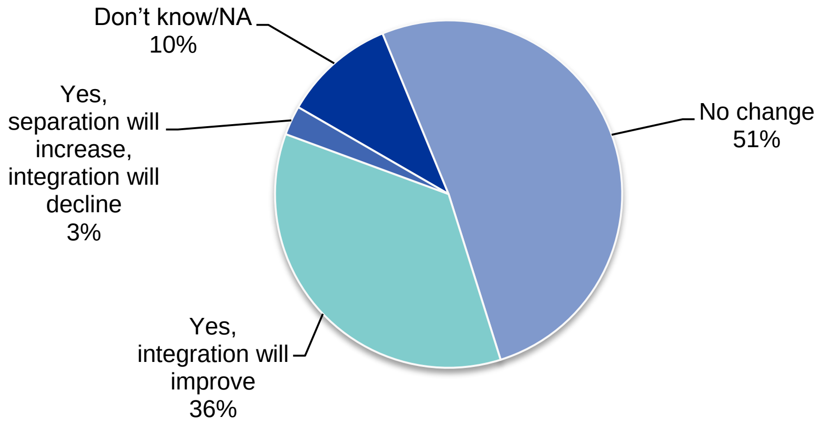
- "Call / Contact monitoring" (55%) remains the most effective manner to capture customer feedback
- Direct Customer Feedback via the web or email (46%) and "Customer surveys / Focus groups" (45%) are also effective ways to capture customer feedback
- "Social media listening" (13%) was noted as the least effective channel for capturing customer feedback

# Most contact centers have some level of integrated reporting with plans to improve integration going forward

### How integrated are reporting and analytics within your contact center?




### During the next 12-24 months, will this integration change?

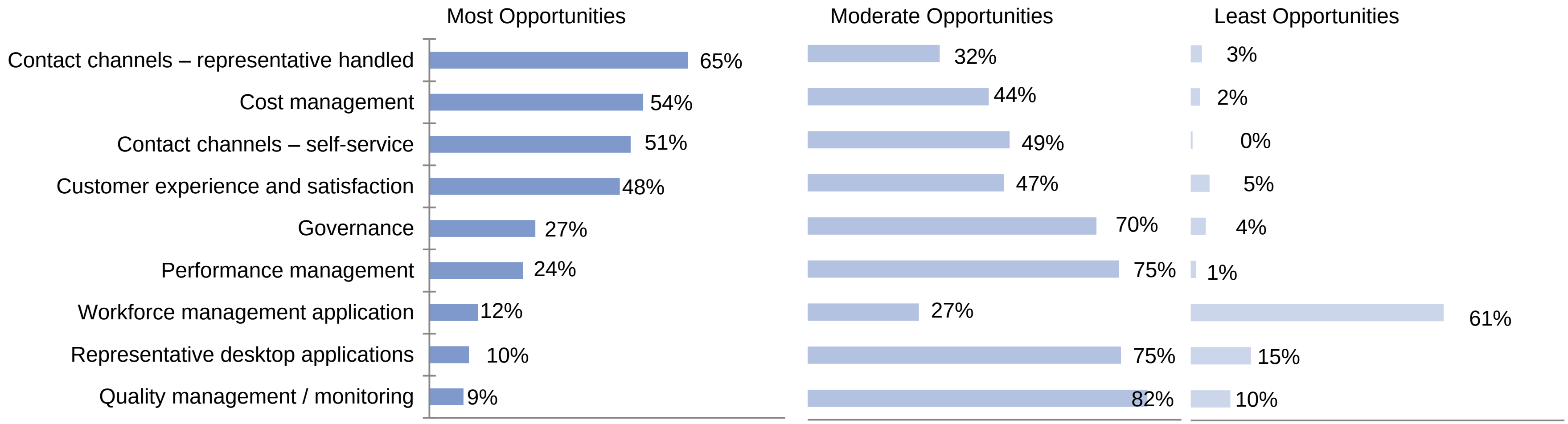



### Findings

- 28% of contact centers have completely integrated reporting across channels
- 56% of contact centers have somewhat or completely separated reporting across channels
- 87% of contact centers will either keep the level of integrated reporting or increase it in the next 12-24 months

# Contact channels handled by contact center representatives have the most improvement opportunities for reporting and analytics

## Which channels have the most improvement opportunities for reporting and analytics

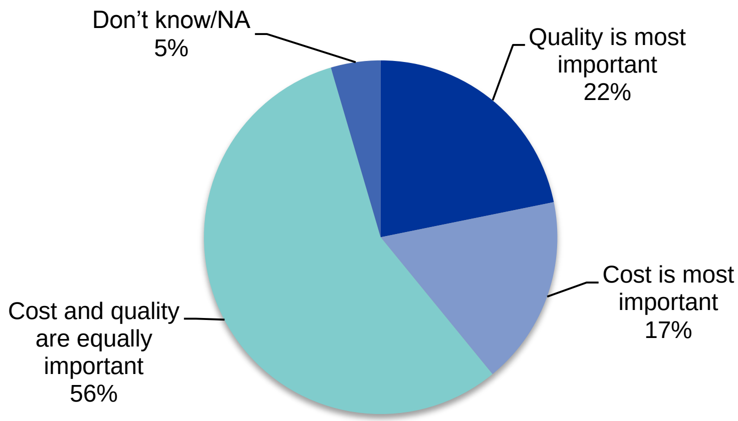



## Findings

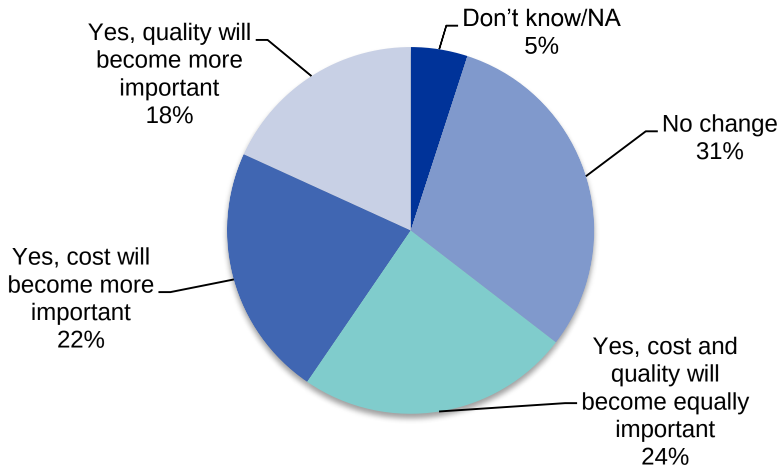
- "Representative handled contact channels" (65%) were identified as having the biggest opportunity for improvement in reporting and analytics
- Approximately half of all respondents identified "Cost management" (54%), "Self service" (51%), and "Customer experience" (48%) as having improvement opportunities to be enabled by reporting and analytics
- "Workforce management" (61%) was by far the largest channel selected as having the least opportunity for improvement in reporting and analytics

# There is an equal focus on cost and quality of customer service and this balance is likely to remain constant in the near future

### How does your organization weigh the importance of cost and quality in its contact centers?




### Will your organization weigh cost & quality differently in the next 12-24 months?

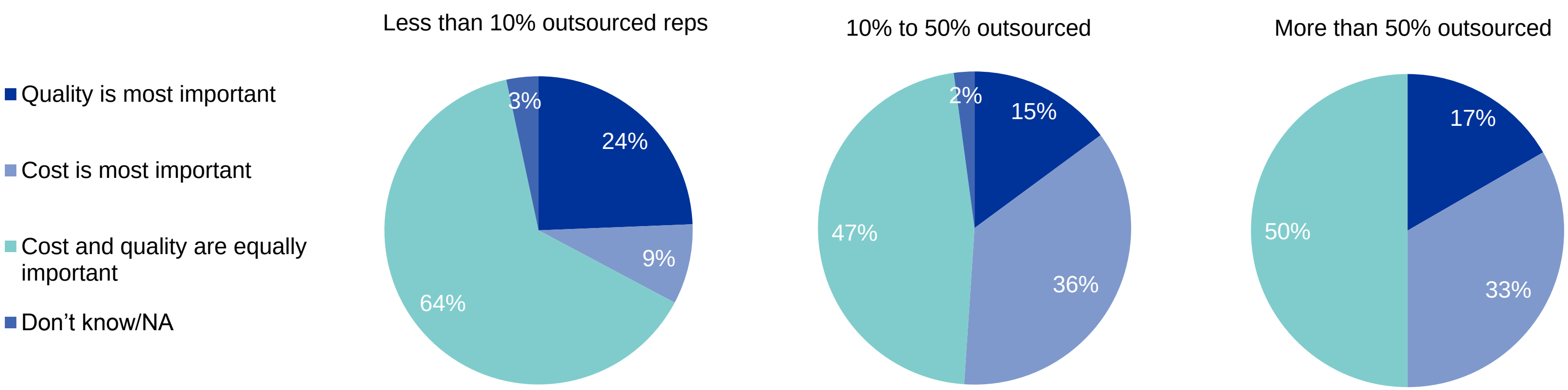



### Findings

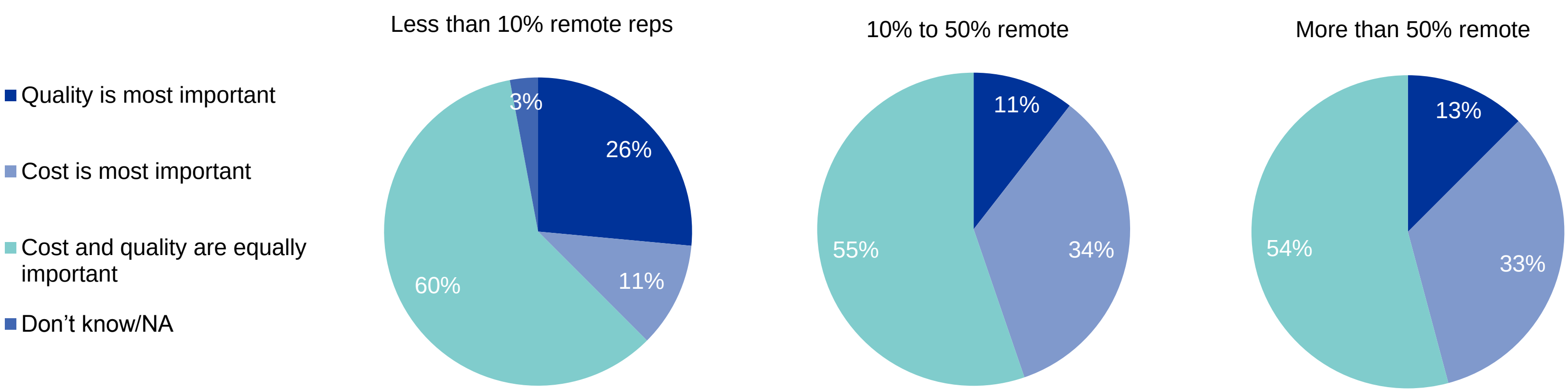
- 56% of contact centers say cost and quality are equally important
- 55% of contact centers say cost and quality will remain or become equally important in the next 12-24 months
- Contact center size matters will prioritizing cost and quality:
  - Contact centers with 500+ representative, cost (33%) is nearly twice as important as quality (17%)
  - Contact centers with 50%+ remote representatives, cost (33%) is more important than quality (13%)
  - Contact centers with <10% outsourced believe quality (24%) is more important than cost (9%)
  - Contact centers with <10% remote representatives believe quality (26%) is more important than cost (11%)

# When balancing cost and quality in the contact center, cost becomes more important in contact centers with a majority of outsourced or remote resources

### How does your organization weigh the importance of cost and quality in its contact centers?

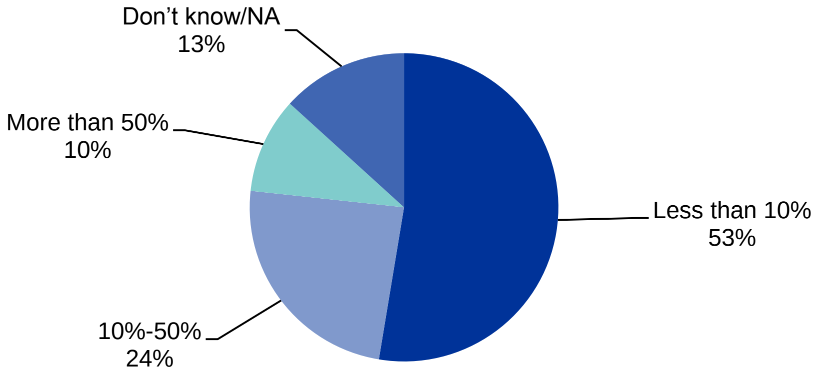



### How does your organization weigh the importance of cost and quality in its contact centers?



# Larger contact centers suffer from very high annual turnover rates among their representatives

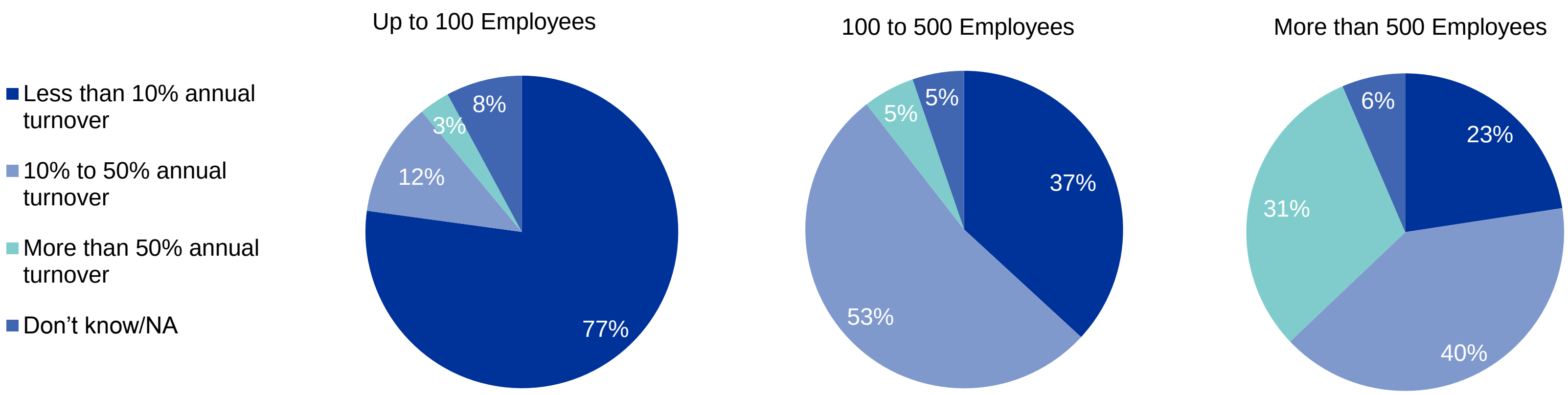
**What is the annualized turnover rate for your organization's contact center representatives?**




**Findings**

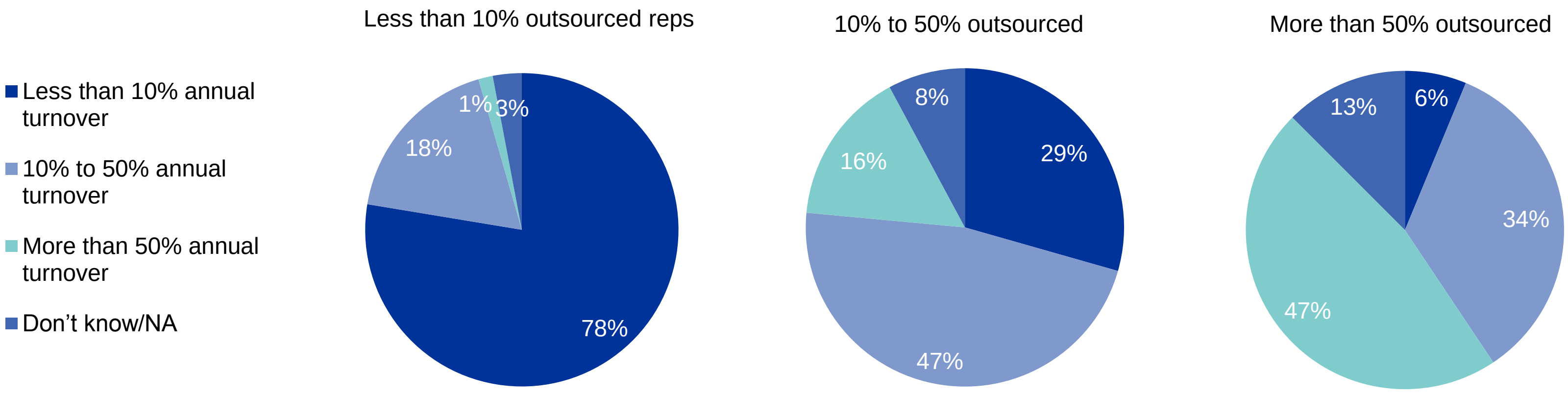
- 53% of contact centers have <10% turnover
- As contact centers get larger, turnover increases
  - <100 reps: 3% have 50%+ turnover
  - 100 – 500 reps: 5% have 50% turnover
  - 500+ reps: 31% have 50% turnover

**Average annualized turnover of representatives against contact center size**

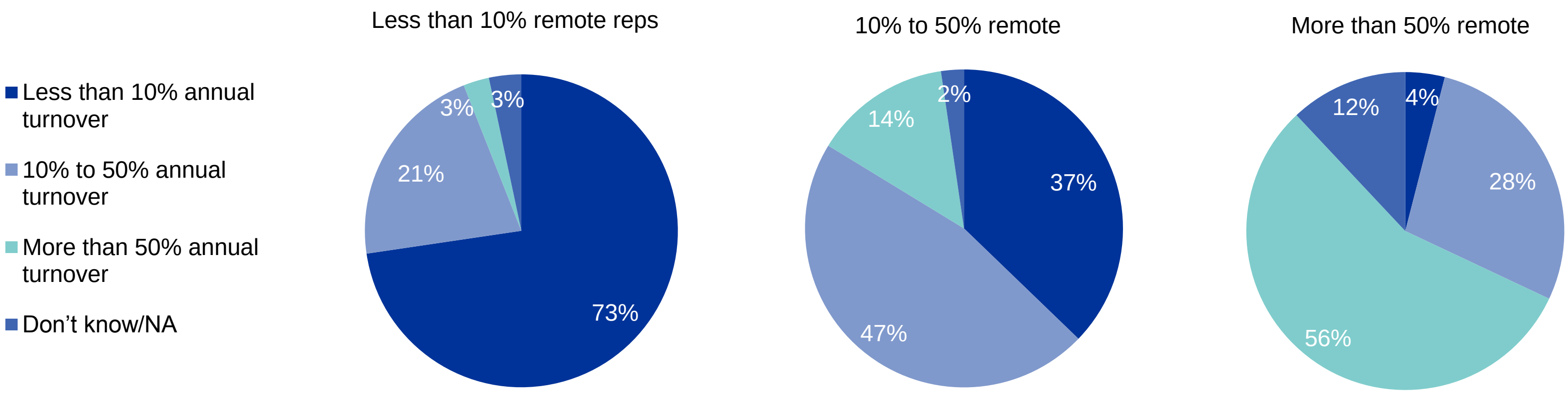


# Organizations with fewer outsourced or remote resources have less annual turnover among their representatives

## Average annualized turnover of representatives against percentage of outsourced representatives




## Average annualized turnover of representatives against percentage of remote representatives



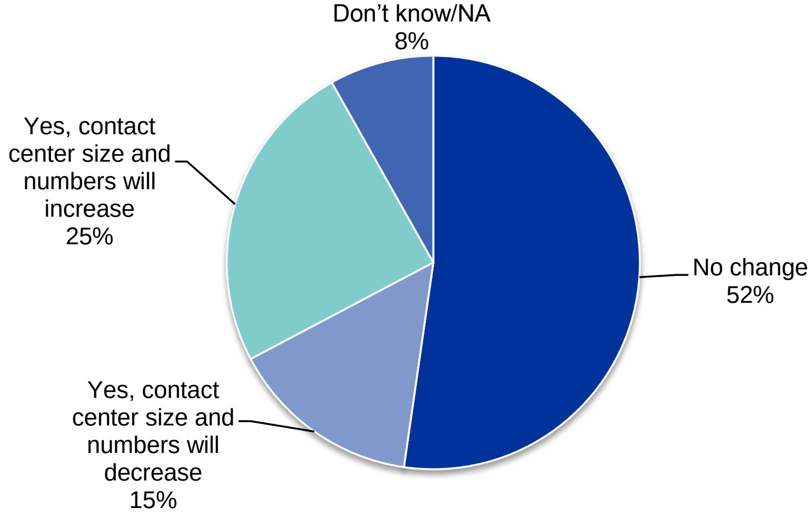
# Summary of findings in operations

- Customer experience through the contact center continues to be a competitive differentiator and many contact center have dedicated resources focusing on it
- Accuracy and Ease of interaction are the most important attributes of delivering a good customer experience within the contact center
- Call / Contact monitoring continues to be the most effective way to capture customer feedback in the contact center
- Cross-channel reporting integration is somewhat- or not-integrated but continues to be a focus within contact centers as organizations look to improve representative-handled interactions, manage costs, and improve self service
- Most organizations view cost and quality management as equally important
  - Cost becomes more important in larger contact centers and ones with more outsources and remote resources
- Larger contact centers suffer from high annual turnover rates vs. smaller contact centers
  - Organizations with fewer outsourced or remote resources have less annual turnover

# Future Plans

# Most contact centers plan to maintain or grow in size in the next 12-24 months

**During the next 12-24 months, will your contact center size grow or decline?**

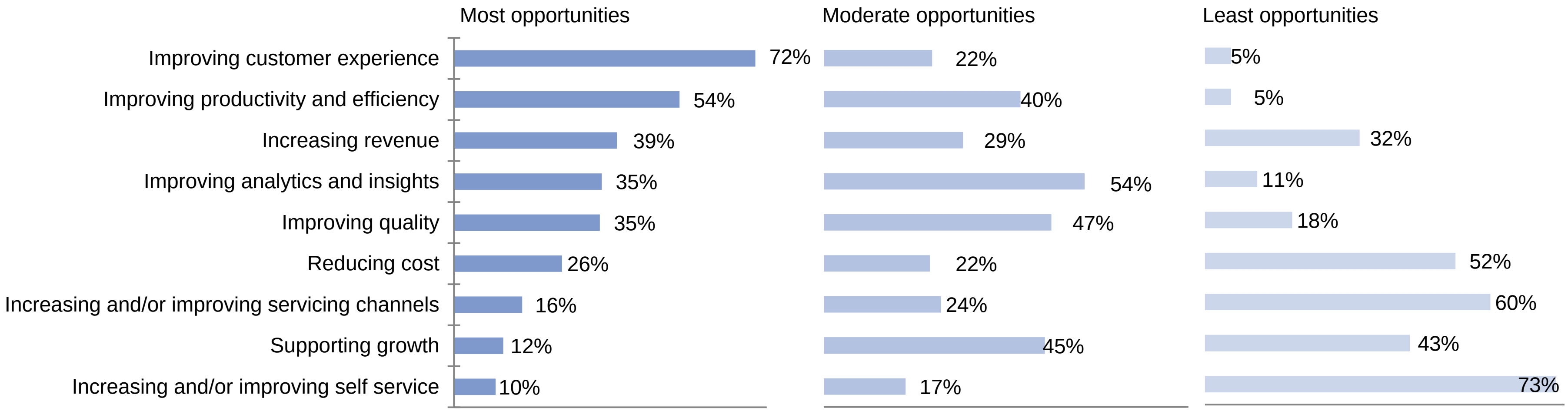



## Findings

- 77% of contact centers expect to maintain or grow in size in the next 12-24 months
- 29% of contact centers with 101-500 representatives expect to increase size while 38% of contact centers with 501-1000 representatives expect to decrease size
- Industries expecting to grow: Technology (44%), Public Sector (29%), and Health Care (23%)
- Industries expecting to decrease: Health Care (31%) and Public Sector (14%)

# Contact centers are looking to primarily leverage reporting and analytics as drivers of improving the ‘customer experience’ and ‘productivity and efficiency’

**Which areas will reporting and analytics have the most opportunity to help improve over the next 12-24 months?**



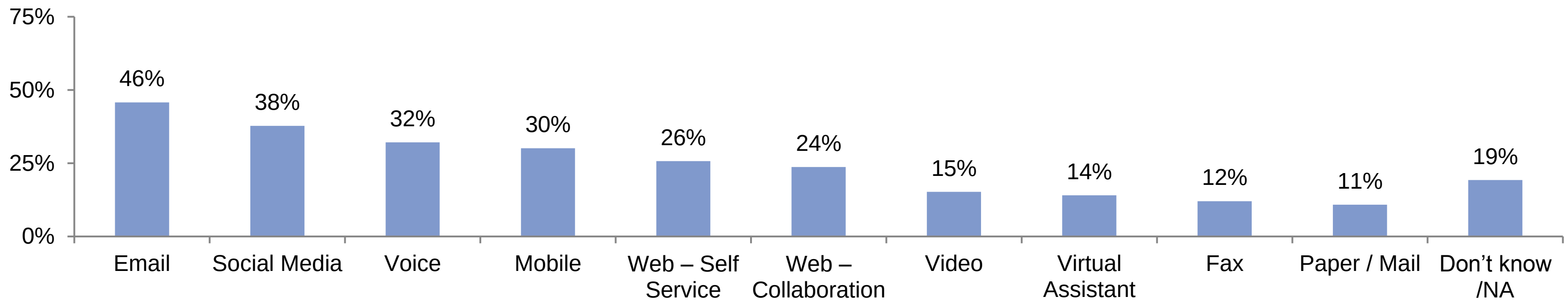

## Findings

- The areas which have the most opportunities to improve leveraging reporting and analytics :
  - Improve customer experience (72%)
  - Improve productivity and efficiency (54%)
  - Increase revenue (39%)
- The areas which have the least opportunities to improve leveraging reporting and analytics:
  - Improving self service (73%)
  - Improving service channels (60%)
  - Reducing cost (52%)

Deloitte.

# All channels are expected to grow with emerging channels continuing to gain traction

**Over the next 12-24 months, for which channels do you expect to see volumes increase?**

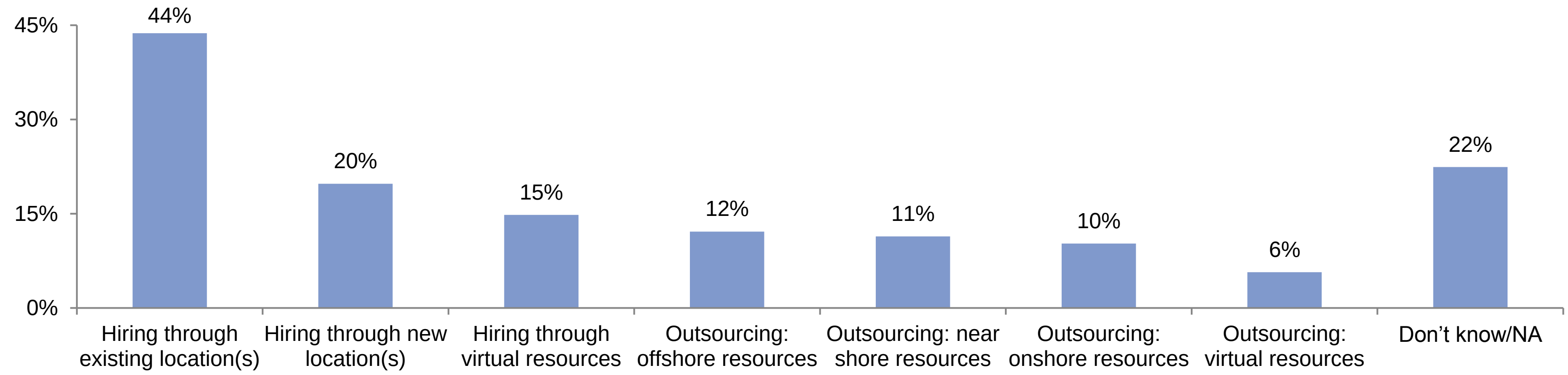



**Findings**

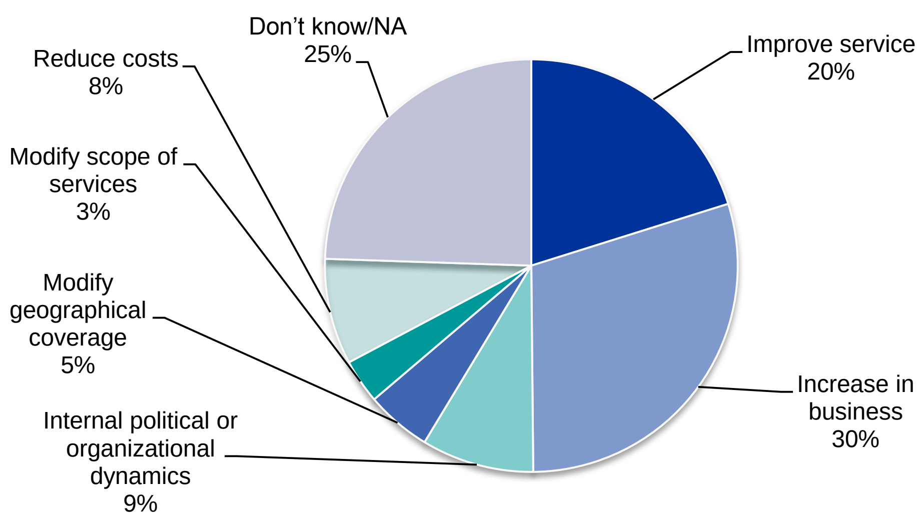
- Contact centers expect volume growth in well established channels
  - Email (46%) with Consumer Business (82%) expecting the most growth
  - Voice (32%) with Consumer Business (36%) expecting the most growth
- Emerging channels are expected to grow
  - Social Media (38%) with Technology (44%) expecting the most growth
  - Mobile (30%) with Health Care (46%) expecting the most growth
  - Web Collaboration (24%) with Consumer Business (33%) expecting the most growth
  - Video (15%) with Financial Services (21%) expecting the most growth
  - Virtual Assistant (14%) with Technology (17%) expecting the most growth

# A majority of organizations plan to hire through existing contact center locations. Primary drivers for expansion are improved service and increase in business

## During the next 12-24 months, if your organization expands its contact center operations, which may likely be the likely approach?




## If you are growing your contact centers, what is the main reason?




## Findings

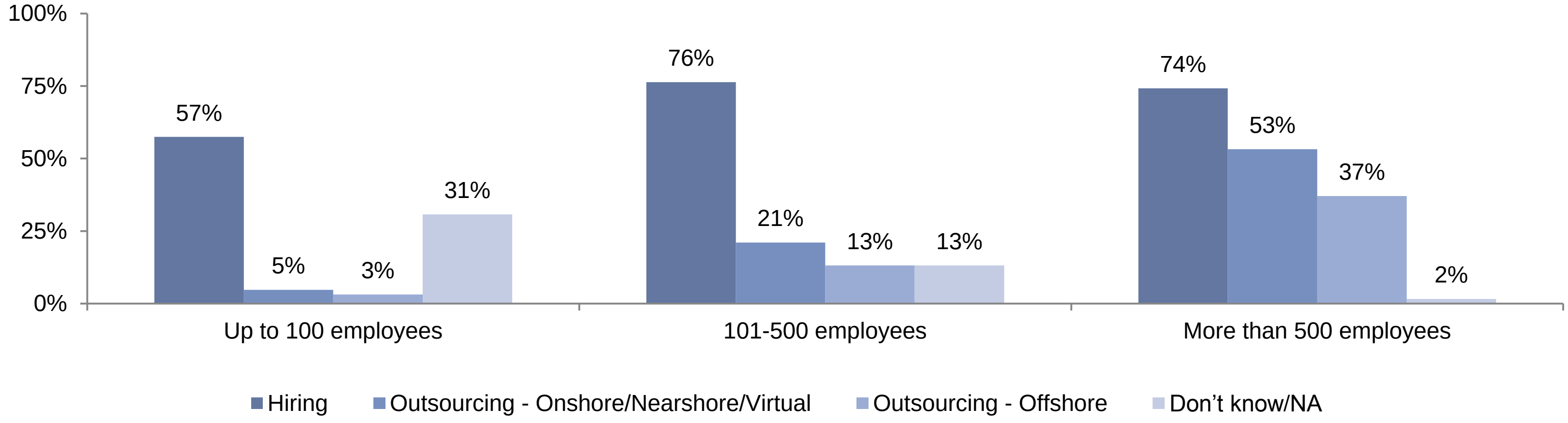
- 44% of contact centers planning to expand will do so via hiring in existing locations
- 18% of contact centers planning to expand will do so via hiring in new locations
- 30% of contact centers planning to expand are doing so to support an increase in business
- 20% of contact centers planning to expand are doing so to improve service



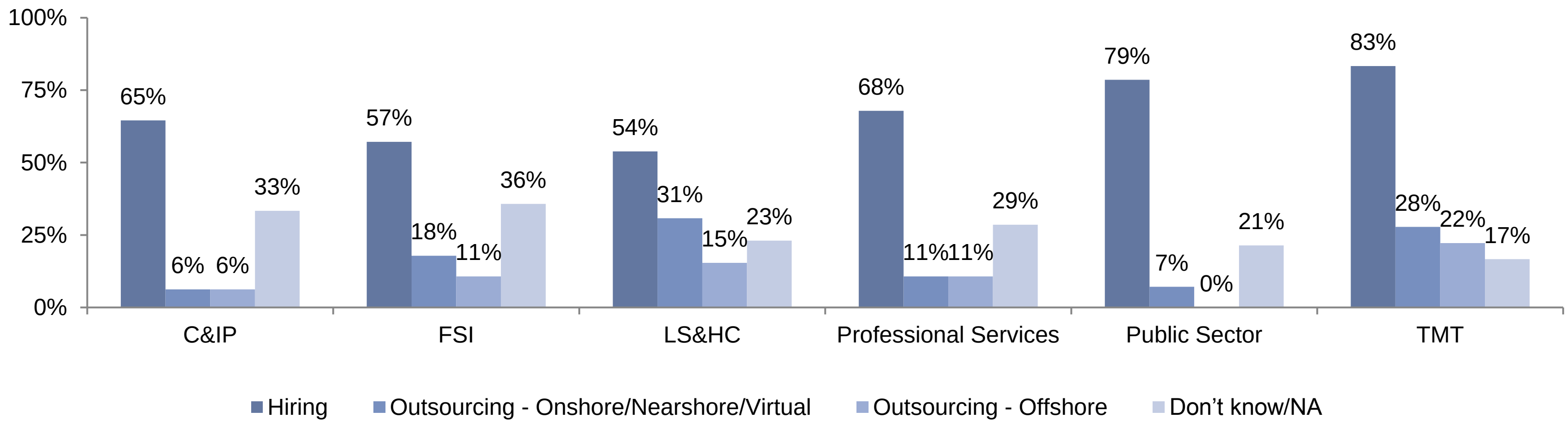
Deloitte.

# Large contact centers have more aggressive expansion plans through hiring and outsourcing, compared to small contact centers

## Expansion plans by contact center size




## Expansion plans by industry




Deloitte.

# Summary of findings for the next 12 to 24 months

- Contact center size will likely remain steady or grow
- Overall business growth and the need to improve customer service are the two primary drivers of contact center growth
- Most contact centers will expand existing locations to accommodate growth needs
- Health Care and Public Sector will likely demonstrate significant change (Top 3 industries for both increasing and decreasing contact center size)
- Consumer Business will likely see a significant increase in contact volumes
- Social media will likely grow 38% across all industries and 44% within Technology
- Mobile will likely grow 30% across all industries and 46% within Health Care

# Contact information

# For questions about the 2013 Global Contact Center Survey or to discuss its findings and implications for your business, please contact Deloitte

Deloitte's Contact Center Transformation practice focuses on improving customer care, sales, shared services, help desk, tech support, and collections contact centers. These services are designed to make the most of performance despite the budgetary limitations that are often placed on these "cost centers." Our professionals combine strategy, operations and technology experience from a broad range of industries and some have managed contact centers themselves.

Our services include:

- Contact center strategy development supporting, cost reduction, growth, M&A, and customer experience improvement
- Current-state assessments and future-state roadmaps
- Development of alternatives that integrate multiple channels and enabling technologies
- Organizational planning and redesign and workforce optimization
- Stabilization of ineffective contact centers
- Contact center sourcing strategy
- Full life cycle contact center transformation and implementation


**Tom Lewis**
Principal, Deloitte United States,
Deloitte Consulting LLP
Los Angeles, CA, U.S.A.
+1 213 593 3500
tslewis@deloitte.com

**Andy Haas**
Director, Deloitte United States,
Deloitte Consulting LLP
Atlanta, GA, U.S.A.
+1 404 631 2137
andyhaas@deloitte.com

**Tony Krajewski**
Associate Partner, Deloitte Canada
Toronto, ON, Canada
+1 416 874 3237
akrajewski@deloitte.ca

**Richard Small**
Partner, Deloitte Great Britain
London, United Kingdom
+44 20 7303 7971
rsmall@deloitte.co.uk

**Andrea Laurenza**
Equity Partner, Deloitte Italy
Milano, Italy
+39 02 8332 3246
alaurenza@deloitte.it

**Claudio Fiorillo**
Partner, Deloitte LATCO
Buenos Aires, Argentina
54 11 43204018
cfiorillo@deloitte.com

**Ulisses Viveiros**
Partner, Deloitte Brazil
Sao Paulo, Brazil
+55 (11) 5186-1004
uviveiros@deloitte.com

**Daniel Lund**
Sr. Manager, Deloitte New Zealand
Auckland, New Zealand
+64 9306 4479
dalund@deloitte.co.nz

**Jenny Wilson**
Partner, Deloitte Australia
Sydney, Australia
+61 2 9322 7475
jewilson@deloitte.com.au

Deloitte.



Member of
**Deloitte Touche Tohmatsu**