icmi

2015 REPORT

SMARTER SERVICE FOR THE CONNECTED CONSUMER:

Delivering Customer Experience Excellence in the Contact Center

A 2015 Contact Center Research Report and Best Practices Guide

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Executive Summary & Key Findings

Delivering great customer experiences is no easy task and, as contact center leaders, we want to ensure that we're able to meet customer expectations, while aligning with corporate goals, and getting optimal performance from our teams. We run our operations with all the best intentions and try to maximize resources whenever possible. We genuinely want to please our customers, employees, and bosses alike but it can often seem like no matter what we do, we fall a bit short.

Running a contact center isn't getting any easier, either, as the impact of shifting customer expectations, the importance of new contact channels, and the role of technology has further evolved and shaped the landscape of our businesses. To be truly successful in this new era of customer experiences, contact center leaders must gain a deep understanding of the modern consumers' needs and effectively address the gaps between what their customers want and their organization is providing.

In the summer of 2015, the International Customer Management Institute (ICMI) and inContact launched "The Contact Centers Perspective on Customer Experience Excellence" survey. The survey was designed to discover what contact center leaders perceive as important and believe is required of their contact centers in order to effectively operate in this new normal. Most importantly, we wanted to understand their willingness to make the changes necessary to align with consumer expectations.

This research, along with other current ICMI data, will provide contact center professionals with the data and case studies they need to effectively overcome the gaps between contact center assumptions and customer expectations. They will gain actionable insight on how to effectively deliver service across the customer journey by enabling customers to channel-pivot seamlessly and representatives to serve effectively. By uncovering the appropriate insights, leveraging the right tools, and granting the necessary levels of authority, contact center professionals will increase their ability to deliver customer experience excellence.

Key Findings:

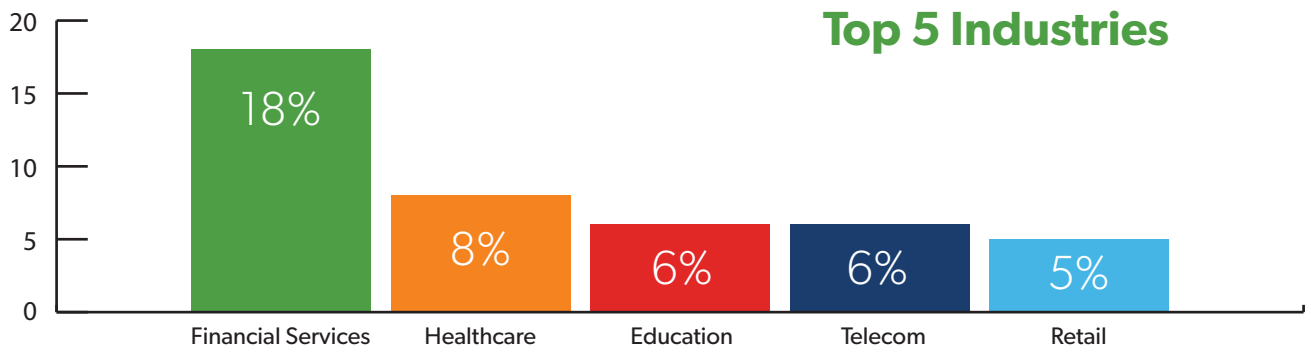
- Less than one-fourth of contact center leaders believe that their organization provides a consistent customer experience across the customer journey.
- Contact centers continue to primarily support phone (97%) and email (87%), while channels growing in popularity with consumers, such as Social Media (41%), Text-based Online Chat (36%), and SMS (12%) remain as limited offerings.
- More contact centers use email for customer service (85%) than 1-800 to live reps (77%), despite email being considered among the slowest channels for response time.
- Only 11% of contact center leaders strongly believe that customers prefer to use online chat over calling a company on the phone.
- 1-800 to live reps is believed by contact center leaders to be both the fastest and easiest method for customers to get their needs met, followed closely behind by online self-service.
- Contact center leaders consider social networking sites such as Facebook and Twitter to be the most difficult method for customers to get their needs met.
- Contact center leaders do not believe that customers are willing to pay more for a product or service that has a good customer service reputation.

Study Demographics

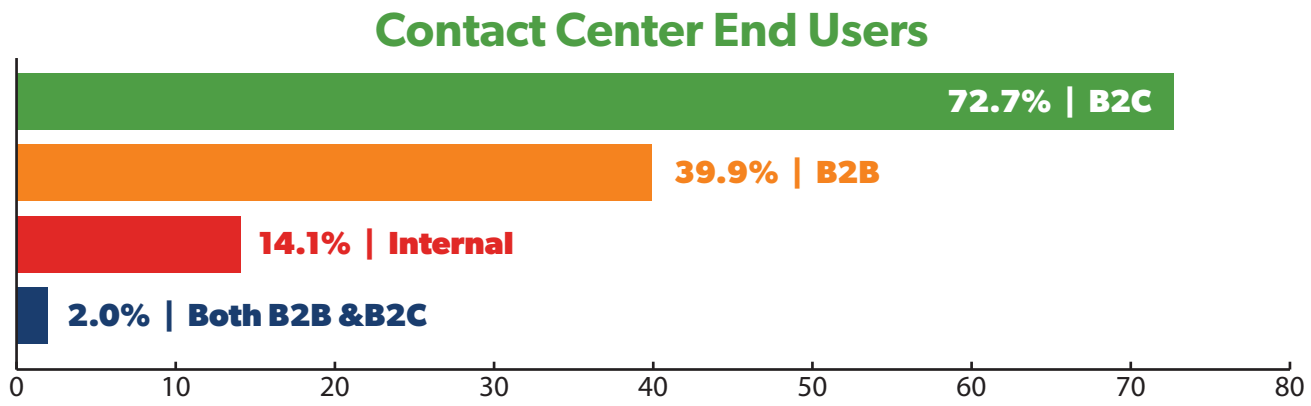
Serving the contact center industry for over 30 years, ICMI has established a robust community of practitioners from contact centers and customer service organizations around the globe. This level of engagement with a large quantity of contact center professionals enables ICMI to provide a well-rounded and accurate perspective on how organizations can deliver customer experience excellence to the connected consumer. The 576 respondents to this survey were primarily executives and directors (42%) and managers (31%). The additional participants were an assortment of contact center trainers, analysts, agents, consultants and workforce managers who provided feedback and rounded out the insights.

North America, and the United States specifically, accounted for the majority of respondents (94%), but individuals from Australia, India, Philippines and the United Kingdom were among those from around the world who contributed to this study.

Representation from all industries was present in this study with five in particular accounting for 43% of all responses.



Many of the participating companies operate multiple and/or mixed contact centers that serve a variety of end users.

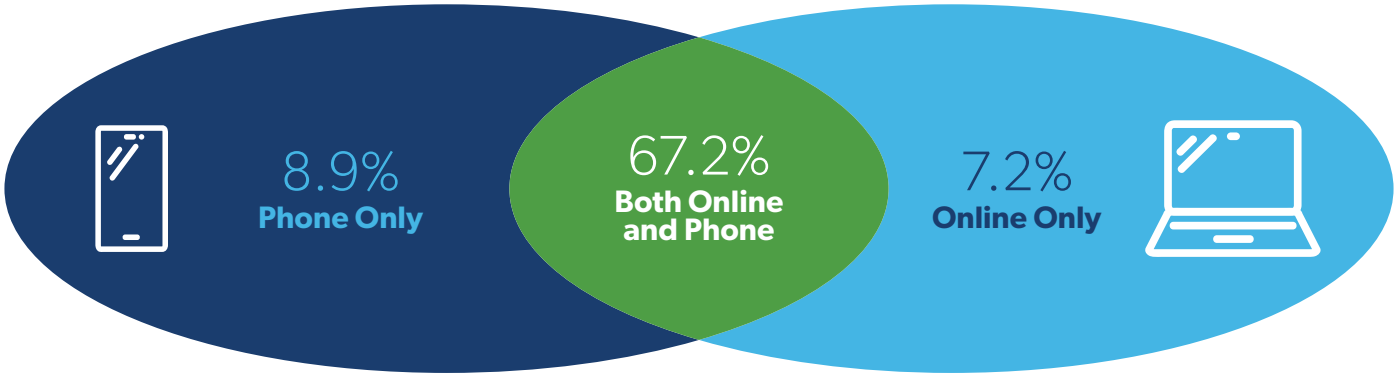


Contact centers of all sizes were represented in this survey with those having 10-49 agents (31%) and 250 or more (22%), representing the majority.

In addition to serving a variety of end users, many of the contact centers surveyed provide multiple functions to their organizations. The majority provide customer service as a primary function (70%), with another 33% offering technical support and 32% delivering a blend of sales and service. 12.1% of the contact centers surveyed are explicitly focused on sales.

A majority of the contact centers surveyed (83.3%) enable customers to place orders for a product or service.

Purchase Channels



While this study focused predominately on interactions that involved an order for product or services, the insights gathered on technologies, contact channels and the mentalities of contact center leaders help to illuminate broader trends, challenges, and opportunities faced by customer service leaders. This report is an analysis of these findings and provides expert opinion, insights, and best practices from ICMI's community of experts.

Findings from this study have also been utilized to conduct a contrast and comparison to an earlier 2015 study that was conducted by Harris Interactive and inContact. In that study, over 2000 consumers delivered insight on their interactions with American customer service organizations. Additional information and resources on the comparison of the Harris and ICMI findings can be found on ICMI.com/resources.

Customer Service is the New Marketing

While it's uncertain who said it first, there is a growing consensus among marketers, customer service professionals, and executives alike, "customer service is the new marketing." As organizations find themselves reaching an increasingly global audience, while technologies evolve, and the interconnectedness of consumers expands, it's become incredibly difficult for an organization to stand out. It's important to have sound, reliable and desired products that are competitively priced but, products can be rapidly commoditized. As a result, customer service or, perhaps more appropriately the contact center, finds itself in the spotlight as the competitive differentiator and epicenter of the organization.

While the role that the contact center plays in the customer experience is not new to those tactical leaders who experience the frontline day in and day out, the increased emphasis from the highest executive levels on the importance of those interactions may come as a surprise. Historically, the contact center was a lackluster function of an organization that was primarily built out of necessity and designed for efficiency. The reputation that they've had overtime should come as no surprise to readers and, as one can assume, that type of mentality can beat a person down over time. To turn around and proclaim that customer service is now, however, the "new marketing" is certain to cause both celebration and despair.

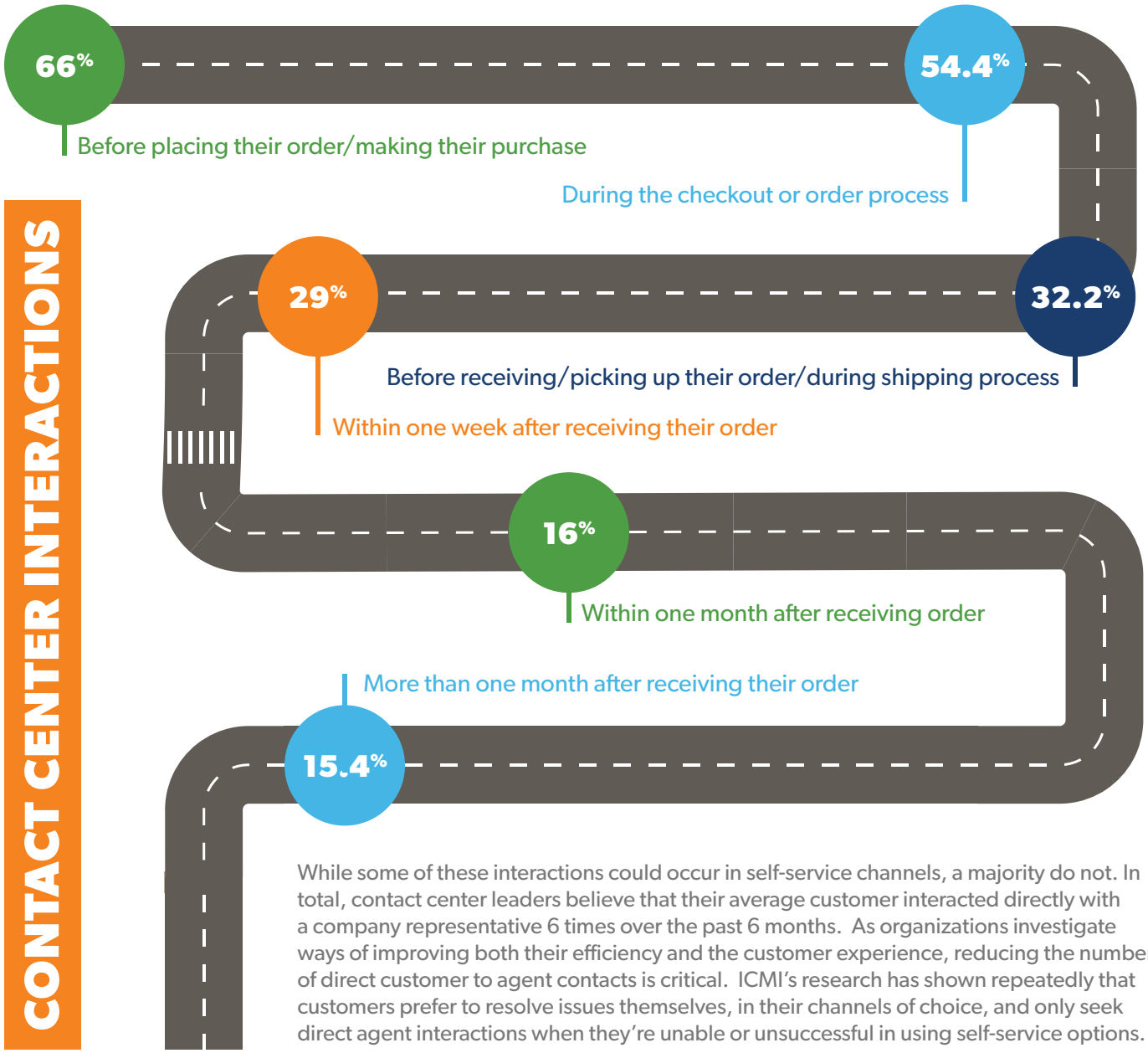
Respect, value, and a place of honor in the organization has been a long time coming for the contact center. Customer service leaders can rejoice in knowing that their time to shine is coming, if not already here. The customer is now in control of their experiences and they're demanding that customer service caters to their needs. If organizations don't get on board with meeting customer expectations, they'll soon discover that they may not have many customers left around to serve.

This transformation will take organizations time, cross-functional collaboration, universal buy-in and, above all else, courageous patience. Shifting customer service from a necessity to a strategic asset will demand organizations to reconsider their tools, technologies, people, processes, and perspectives. None of that is easy, but if organizations are willing to be honest about the gaps between what they're providing and what their customers want--and will actually do something about it--success and long-term sustenance is certain to follow.

Contact Centers are a Critical Touch-point

The Start of a Journey

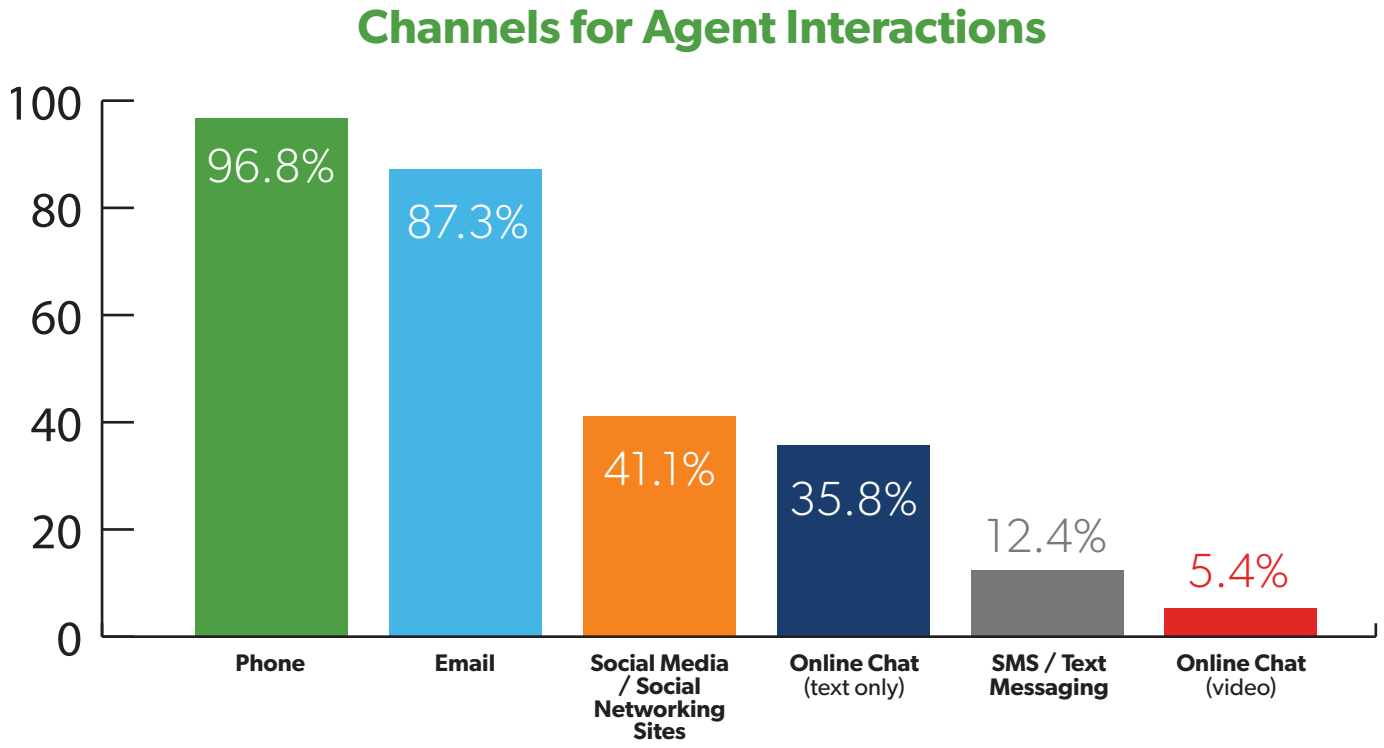
Contact center leaders recognize that their centers play an integral role throughout the customer's journey. While ICMI research released in March 2015 identified the contact center agent as the most important touch point of the entire customer journey, these new findings revealed that the customer contacts happen at the greatest frequency early in the purchase process.



While some of these interactions could occur in self-service channels, a majority do not. In total, contact center leaders believe that their average customer interacted directly with a company representative 6 times over the past 6 months. As organizations investigate ways of improving both their efficiency and the customer experience, reducing the number of direct customer to agent contacts is critical. ICMI's research has shown repeatedly that customers prefer to resolve issues themselves, in their channels of choice, and only seek direct agent interactions when they're unable or unsuccessful in using self-service options.

Connecting Customers to Channels

When it comes to the methods of communications that organizations make available for customers to interact with a company representative, ICMI's research found the following:



Phone continues its reign as the predominantly offered method of support with email following closely behind. As more and more customers take to social media to share their thoughts and feelings about companies, we see an increase in organizations that proactively staff these mediums to respond and engage consumers.

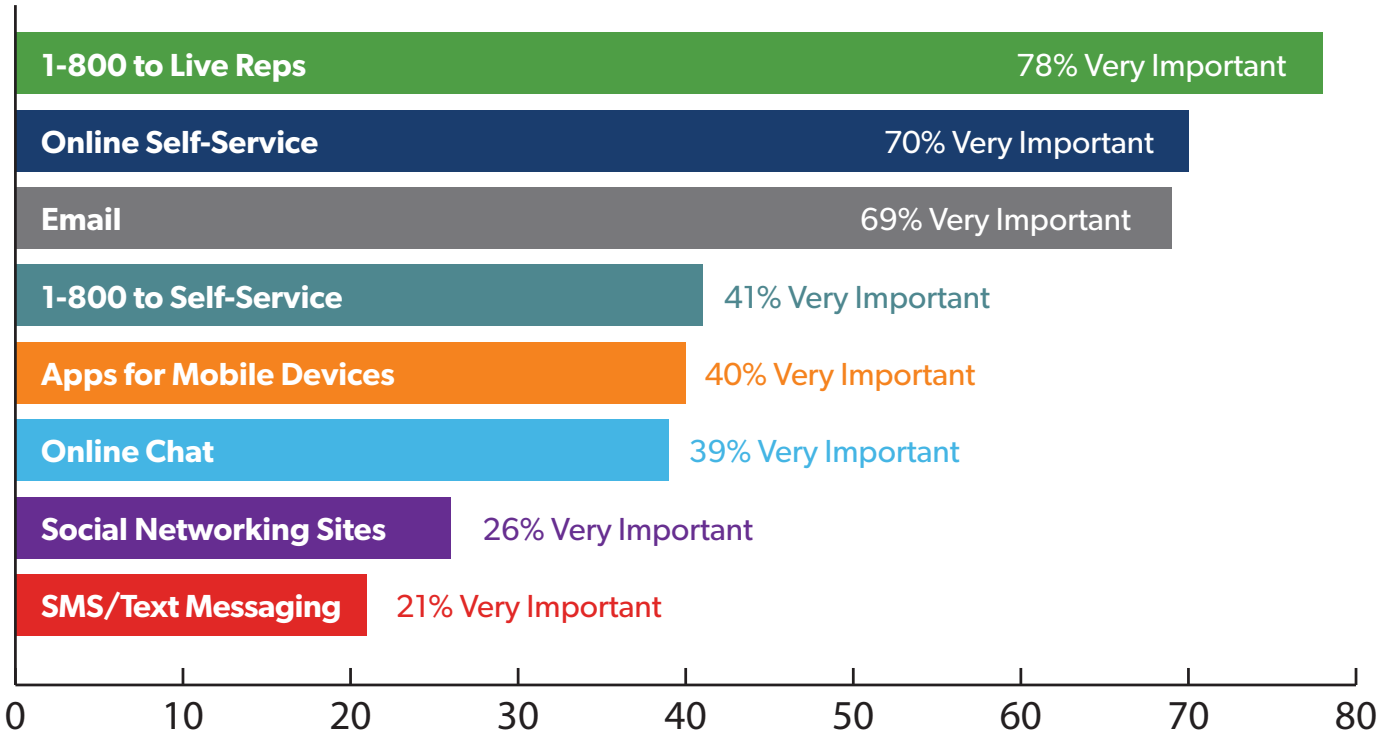
Near the bottom one-third, chat falls behind social media as a channel that organizations support. This is an indication of the power of consumer behavior, as while many companies may not have planned or desired to ramp up a social media presence, customer interactions across social channels have grown beyond what many organizations could ignore. Chat, on the other hand, while it may be preferred by many consumers, is in the control of the organization. Companies are clearly slow to adopt and implement chat despite its residual opportunities to improve customer satisfaction and efficiency, and research that indicates more customers prefer it over phone. Meanwhile, SMS and Online Video chat represent the smallest portion of channels available for direct agent interactions and are currently seen most utilized in niche industries and localized markets.

When it comes to the types of contacts handled by centers, a surprising discovery was made: More organizations provide customer service through email (85%) than phone (77%) and 100% of the contact centers that support online chat use it for customer service. While we'll not see phone disappear, expect rapid growth over the next 3-5 in the number of organizations adopting chat and the balance of contacts shifting from phone and email.

Contact Channel Priorities

Contact center leaders seem to disagree with the research and trends on customer preferences and channel growth, however. They continue to see 1-800 to live reps as the most important channel, while smaller percentages see channels such as chat, social media, or SMS/text messaging as very important.

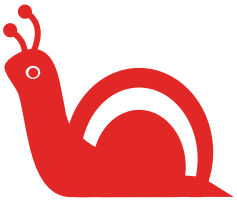
"How important do contact center leaders think each of the following methods of communication is for a company to have available?"



When it comes to timeliness of information, contact center leaders have clear beliefs on which channel(s) provide(s) the quickest and slowest methods to meet customer needs. 1-800 to live reps and online self-service ranked as the two quickest methods, while email and social networking sites were considered to be the slowest of the channels.

"Which channel(s) provide(s) the quickest method for a customer to get their needs met?"

Quicker than others
1-800 to live reps | 57%
Online self-service | 56%
Online chat | 37%



Slower than others
Email | 37%
Social Networks| 33%
SMS | Text Messaging | 13%

As for the easiest method for a customer to have their needs met, contact center leaders identified a clear leader in 1-800 to live reps (67%) and a clear laggard in social networking sites (27%).

Expert Angle: Self-Service: It's Not JUST About the Customer

by Justin Robbins

Often when there is mention of "self-service", we immediately jump to the thought of someone interacting exclusively with our IVR or visiting our website for information, which deflects a contact from coming directly to a representative in our contact center. What we often neglect to consider is the positive impact on the customer experience that occurs when we enhance the agent's self-service tools. As we move toward this ideal of an omni-skilled agent, it's possible that we'll establish unrealistic expectations for the amount of information they should know off the top of their head. We struggle to understand why our training programs exhaust extensive time and resources and yet agents still come out ineffective. We wonder why our handle times seem longer than they need to be and how our customers can feel dissatisfied with our service after we've placed an increased focus on delivering exceptional experiences.

This could stem from a number of factors such as a poorly constructed knowledgebase, outdated information, poor training, disconnected systems and process, or all of the above. While this report can't diagnose and dissect what those challenges are in your center, it can inform what you can do to prevent negative outcomes from happening in the future.

When it comes to empowering and informing your agents, their most important resource is an intuitive, comprehensive tool. Agents need a tool that brings customer preferences, channel data, purchase history, and insight on recommendations for next steps into an easy to understand system, which is robustly filled with current and accurate information. Once you've identified and implemented said tool, train your agents on how to use the tool. It's a simple as that.

You're probably thinking, "Simple? Do you know how much time, effort, and money that would take?"

To which I respond, "Do you know how much time, effort, and money you're losing in agent productivity, customer satisfaction, and potential revenue with your current antiquated and disconnect systems and processes?"

I'm willing to bet that the investment in improving agent efficiency and enhancing the customer experience is less than the expense of settling for "that's the way we've always done things".
Once you have the right tool in place, it's possible to shift your focus in training to the things that agents should REALLY be great at; the things that caused you to probably hire them in the first place. You can spend time building and enhancing their relationship building, problem solving, and innovating skills. You can spend time teaching them how to handle difficult customers, or how to upsell, or how to best deliver a quality experience. When it comes to the product, content, and customer knowledge, spend time training agents to be masters of using the right tool. Highlight the key components and critical areas, but stop wasting time reviewing trivial information, that's bound to need repeated, when you can instead teach your employees how to effectively find the information themselves and deliver effective and timely service to every customer who contacts them through channel.

Your employees will thank you. Your customers will thank you. Your bottom line will thank you.

Data Steers the Contact Center

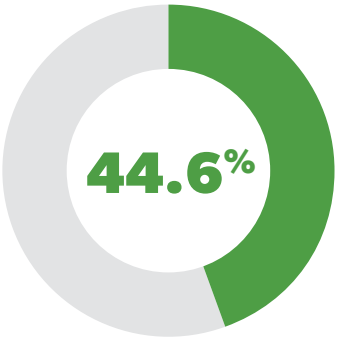
All Data Leads Somewhere

Once a contact center has established their channels of service, setting the appropriate metrics, reporting frequency, accountability structure, and data sources is an important next step. Metrics serve two primary purposes in contact centers:

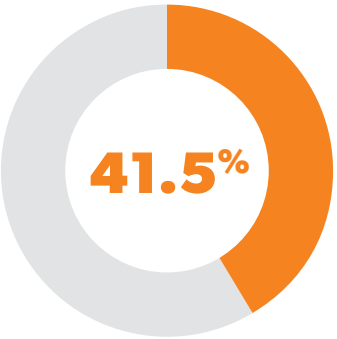
1. Define and measure progress toward goals
2. Serve as quantifiable measure that reflect contact center success

Metrics should be a measurement of success that indicates how close a contact center is to achieving its goals. Many contact centers make a detrimental mistake by focusing so intently on their metrics that they forget to consider whether they're actually measuring success, or how close their contact center is to reaching its goals. Using old approaches or data sources and expecting new or different outcomes is a quick path to insanity. When it comes to selecting metric and data sources, it doesn't make sense to measure something simply because its always been measured it or because it's the latest industry trend. It's important to have a clear understanding of goals and desired outcomes and align metrics to those. Revisit, rinse, and repeat as goals and priorities change or evolutions in the business occur.

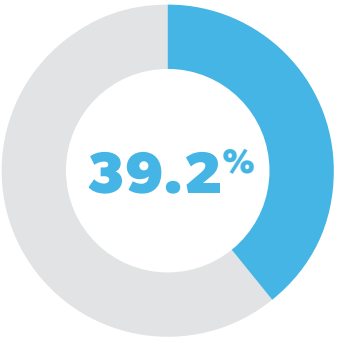
ICMI's research uncovered the three primary ways contact centers use their customer interaction data and metrics today are to:



Identify areas for customer satisfaction improvement



Manage overall agent performance



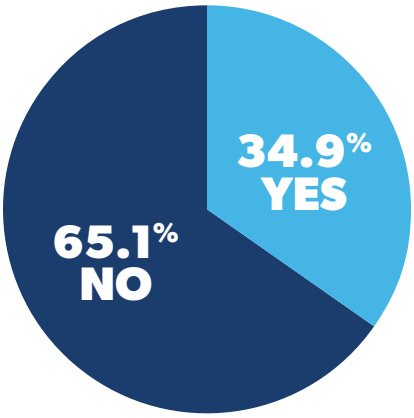
Identify customer trends

On a more granular level, there is a disconnect between some of the desired outcomes and uses of data and sources of data that contact center leaders are collecting. This indicates a continued lack of clarity between what data should be collected by contact center leaders and how it can be most effectively leveraged to inform and guide goals and desired outcomes.

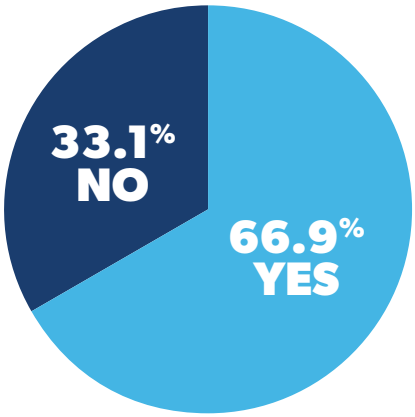
Prevent Bad Outcomes with Good Data

The top data collection challenge facing contact centers today is too much data from too many disparate sources and no good way to consolidate it. As a result, contact center leads have a tendency to settle on whatever data they can access most readily, whether that's through traditional reporting, system defaults, or pure chance. The effects of this data pollution go far beyond the contact center with impacts that can be felt throughout an organization. To prevent these bad outcomes from happening, it's essential for contact centers to find a better way of identifying and accessing customer data.

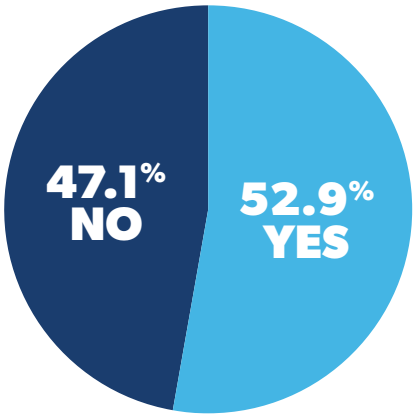
One data challenge contact centers face is making assumptions about customer contact preference data. A few inconsistencies arose during ICMI's research around the topic.



Does the contact center collect customer preference for channels of interaction?



Does the contact center use customer preferences to route customers to best channel(s) to handle their issue?



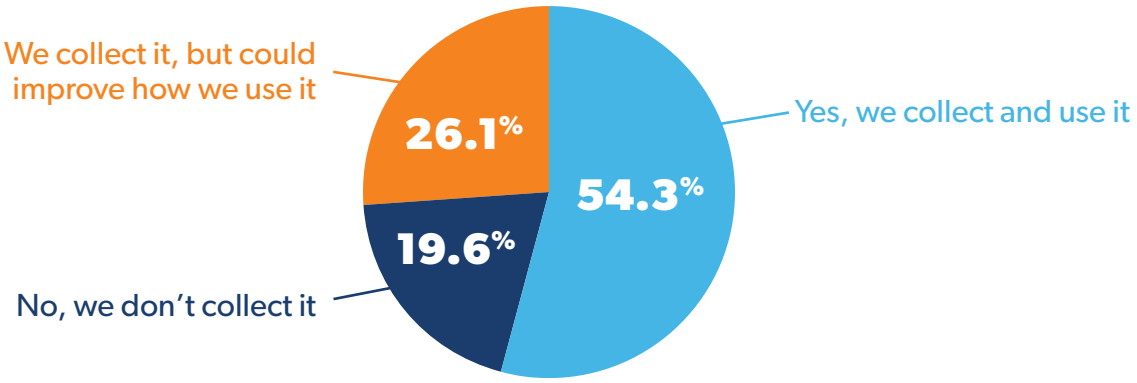
Does the contact center use customer segmentation data to route customers to the best agent(s) to handle their issue?

Two-thirds of contact centers do not know customer preferences for channels of interactions, which prevents them from effectively knowing what channels they should be supporting and how they should be utilized. This lack of insight may cause some organizations to unnecessarily and/or inappropriately support some channels while completely neglecting to implement others. As organizations strive to effectively deliver multi- and omni-channel experiences, they must collect customer preference data to effectively match channels to customer preferences and needs.

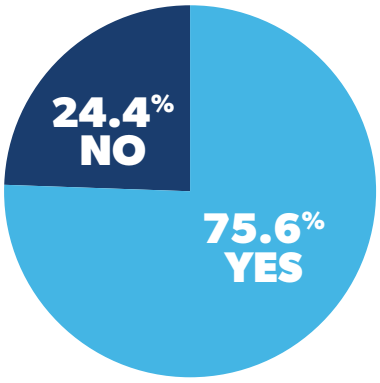
A contact center's ability to effectively serve the connected consumer will be directly correlated to the depth of their insight on each customer's specific needs and preferences.

Beyond improving the customer experience, good data practices can enable contact center leaders to better improve and manage their contact center operation. While many organizations are collecting and using some customer feedback data today, it isn't always the best data and it can often cause more confusion or discrepancy than clarity.

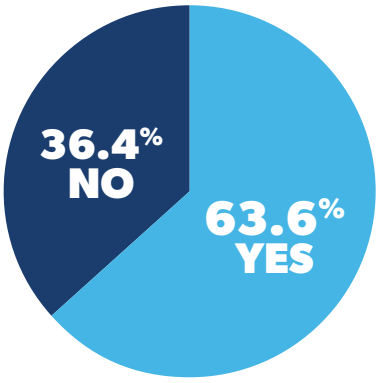
Do contact center leaders use customer feedback data to improve escalation procedures in their contact center(s)?



Do contact center leaders use data to empower contact center managers with real-time key performance metrics?



Do contact center leaders use data to empower contact center agents with real-time key performance metrics?



ICMI's latest research findings indicate that both efficiency and customer experience have increased in importance in a majority of organizations in the past year and it's the contact center that is best poised to influence and affect these metrics. By leveraging customer feedback data to improve processes and procedures, empowering managers and agents alike with real-time key performance metrics, and aligning it all back to key organizational goals, contact center leaders will discover that outcomes of improved efficiency and an elevated customer experience will occur.

By having clarity of focus, aligned objectives, and meaningful measurements, contact center leaders can position themselves ahead of the competition. From improved customer satisfaction to enhanced employee engagement, leading contact centers have the ability to take data from a page and transform it into a compelling story of where they've gone and where they're going. Doing this requires an understanding of three key stakeholder's needs: The Organization, The Employee, and The Customer. And while contact center leaders have direct access to all three groups, ICMI's research with inContact revealed some key areas where contact center leaders don't quite understand the needs of their customers.

Contact Center Perceptions of the Customer Experience

A key component of ICMI's research study was a series of questions in which contact center leaders were asked to review a series of statements about customers and indicate how strongly they agreed or disagreed with each. What was not disclosed at that time was that these questions were derived from a study of consumers that was conducted by inContact and Harris in early 2015. The results shed new light on where contact center leaders and consumers are in alignment and where there are some opportunities to improve.

For the comparison of results, ICMI looked exclusively at the percentage of contact center leaders and consumers who strongly agreed for a given statement.

What's important to note as you review these findings is that they are not a de facto indication of what's right for your contact center, but rather speak to broader trends and gaps between customer expectations and organization assumptions. They also highlight the critical importance of making decisions in consideration with customer expectations, as they can wildly differ from organizational assumptions.

Contact center leaders were most commonly in agreement with consumers in how they would describe their experience, as well as on the importance of both email and online self-service

Statement	Consumers	Contact Centers	Difference
% that find themselves using social media more and more for customer service	21%	14%	7%
% describing their experience as annoying	8%	4%	4%
% that think email is an important channel for companies to support	93%	92%	1%
% describing their experience as not helpful	4%	4%	0%
% describing their experience as negative	2%	4%	-2%
% describing their experience as met my desired timeline	26%	28%	-2%
% that think online self-service is an important channel for companies to support	87%	89%	-2%
% describing their experience as convenient	38%	41%	-3%
% describing their experience as slow	10%	15%	-5%

The gaps began to widen as the study moved from obvious insights, such as service descriptors, and began to explore deeper customer expectations including the depth in which customers expect companies to know their purchase history, as well as the percentage of customers that believe companies need to work harder to provide a good customer experience. One difference that is to the advantage of contact center leaders is the number of interactions that the average customer has with an organization. While contact center leaders estimated an average of six interactions over the course of 6 months, the average consumer in the Harris study indicated that they typically contacted a company only twice during the same period.

Statement	Consumers	Contact Centers	Difference
% say that companies need to work harder to provide a good customer experience than in past	89%	70%	19%
% of customers that expect companies to know purchase history regardless of communication method	65%	48%	17%
% that would use SMS/text messaging with companies more often if available	35%	18%	17%
% that use social media sites to make their purchase decision	21%	7%	14%
% wouldn't do business with company if they read a negative customer service (review or social)	60%	46%	14%
% describing their experience as easy	46%	34%	12%
% that think 1-800 to live reps is an important channel for companies to support	81%	91%	-10%
% that think SMS/text messaging is an important channel for companies to support	46%	56%	-10%
% describing their experience as complicated	5%	16%	-11%
% that think online chat is an important channel for companies to support	67%	79%	-12%
% describing their experience as positive	51%	67%	-16%
% describing their experience as helpful	54%	72%	-18%
% that interacted with a company representative before receiving the order	14%	32%	-18%

As the gap between consumer expectations and contact center perceptions further widens, the impact of limited customer preference data begins to show its effect on contact center leaders. In the first three categories below, contact center leaders are underestimating how customers would react to a bad experience, the percentage that find themselves increasingly using chat, as well as the percentage that would prefer assistance from a live rep if dissatisfied. In the five lower categories, contact center leaders overestimate the importance of 1-800 to self-service and mobile apps, as well as the points of the customer journey in which a customer interacts with them.

Statement	Consumers	Contact Centers	Difference
% that would post something negative on social media if they had a bad experience	49%	22%	27%
% that find themselves using online chat more and more for customer service	41%	18%	23%
% that would prefer to get assistance from live rep if they are dissatisfied	81%	60%	21%
% that think 1-800 to self-service is an important channel for companies to support	53%	74%	-21%
% that interacted with a company representative before placing their order	41%	66%	-25%
% that interacted with a company representative during the checkout process	28%	54%	-26%
% that think apps for mobile devices is an important channel for companies to support	50%	77%	-27%
% that think social networking is an important channel for companies to support	39%	66%	-27%

The final and most significant gaps led up to a 68% difference between what consumers said and what contact center leaders perceived. These gaps present themselves as the greatest opportunity for customer service professionals to improve as they clear disconnects between customer expectations and organizational beliefs.

Some of the most compelling findings were:

Contact centers are grossly overestimating the number of consumers who utilize phone and email to interact with a representative. Most customers don't approach social media as a method to interact with a representative, either.

Customers think companies put more effort into selling them something than they do providing excellent customer service.

Poor customer service leads to a greater likelihood of customer attrition than contact center leaders believe.

More customers would prefer to use online chat before calling a company on the phone.

Statement	Consumers	Contact Centers	Difference
% that say companies put more effort into selling than they do providing excellent customer service	80%	12%	68%
% of customers very likely to switch companies if bad customer service experience	86%	19%	67%
% of customers that expect companies to let them choose follow-up or proactive communication options	86%	37%	49%
% that expect to be able to continue talking to same rep on phone as they were via online chat	64%	20%	44%
% that expect to be able to call the same company representative	67%	24%	43%
% that believe most companies provide a consistent customer experience across the journey	66%	23%	43%
% that would prefer to use online chat before calling a company on the phone	53%	11%	42%
% willing to pay more for a product or service with a good customer service reputation	69%	35%	34%
% using social media to interact with a representative	3%	41%	-38%
% of customers using a phone to interact with a representative	55%	97%	-42%
% using email to interact with a representative	36%	87%	-51%

These findings could mean one thing for your organization and something completely different for another. It's critical for you to use these findings as a guide to understand where your contact center stands today in regard to your own customer's expectations.

Expert Angle: Heightened Expectations in Today's Hyper-Connected World:

3 Key Findings From New Customer Journey Research

by Madelyn Gengelbach

As we know, customers want it all: infinite choice, immediate access, personalized service. And, they expect your contact center to deliver it at every step. At inContact, we continue to look at what's happening in the customer service marketplace, and early this year we fielded some exciting research with Harris Poll. We talked to a broad set of consumers just after the holiday season to take a look at how they experienced their journey (the study sample was 2,028 U.S. adults). Here are three key findings.

3 Key Findings from New Customer Journey Research

1. Customers Will Pay More for Good Service, But Will More Readily Switch After a Bad Experience

It's not too surprising that 70% of U.S. adults recently surveyed said they'd be willing to pay more for a brand with a good customer service reputation. What may come as a surprise is that even more, or 86%, said they would be very likely to switch brands after a bad customer service experience. Brand switching came up in our 2013 Harris research when over half, or 56%, of those surveyed said they'd switch if a brand offered more channel choices. Younger consumers ages 18 to 44 were even more likely to switch if given more ways to connect, at 64%.

The consumer's willingness to move on from a bad experience, pay more for great service, and switch for channel convenience reflect heightened customer expectations. For this we can thank some of our favorite brands: Apple, Starbucks, Google and Amazon. I know they are my personal go-to's. Take Apple, I have many of their devices and truly believe in the expectation of everything being easy. Then there's Starbucks. Every day, they give me something custom made for me. With Google we can get answers instantly, and, speaking for my family, we are hard-core Amazon Prime people. Effortless.

And so, I want every interaction that I have with every company to actually be those things: easy, personalized, instant and effortless. That is really hard to do, especially with aging technology in environments that are tough to scale, that are not agile.

2. Consumers Think at Least 6 Methods of Communication With Companies Are Important

The Harris research found that the majority of U.S. consumers think at least six ways to communicate are important to have when making a purchase online, in the following order:

Email
Online self-service for order tracking
1-800 to live reps
Online chat
1-800 to self-service
Apps for mobile devices

That's a lot of options. The chart below shows even more, like SMS/Text, social and online video chat - each expected by at least three out of ten consumers.

This is not just about multichannel, which we've been talking about for a while. It's about the consumer's broader need, desire, and use of a variety of channels across their journey. With the advent of new channels, including self-service options, channel use is spreading across the customer journey. Three of the top six expected channels are agent-assisted. The consumer's direct interaction with contact center agents is still critical.

3. Contact Center Agents (Still) Play a Vital Role Throughout the Customer Journey

Contrary to popular opinion related to the adoption of automated service channels, the contact center agent is not dead. In fact, they are alive and well and continue to play a vital role throughout the customer journey. Certainly, a critical point in the customer journey is when a customer is dissatisfied. The Harris study found that 81% of U.S. adults prefer a live agent when they are dissatisfied. They want to communicate via phone or online chat – not email or online self-service.

Customers continue to interact directly with contact center agents. 43% of U.S. adults surveyed interacted with a company representative when making purchases online of over $25 during the past six months. And, when making their most expensive purchase, consumers who interacted with a company representative did so all along their journey: 72% interacted with a company representative during various stages before placing and receiving their order, 29% did so at various times after receiving their order.

Customers are interacting with agents all across their journey, and the top channels they are choosing to use involve agents. This flies in the face of conventional thinking, which is: The more we proliferate channels, the less we are going to need agents in the mix. The answer to this is: Absolutely not.

Conclusion

First and foremost, it's important to recognize that contact center leaders are getting a lot of things right when it comes to leading their centers. Many leaders recognize the importance of aligning their organization's needs with their employee's skills and capacities to best fulfill the needs of their customers. Most contact center leaders are approaching their operations with the right intentions.

Recognizing the importance of aligning needs and having the appropriate intentions, however, is only part of the equation. Contact center leaders must approach their decisions, ideas, and recommendations with accurate and appropriate data on the wants and needs of each key stakeholder (the organization, the employee, and the customer). In this report, we revealed that while contact center leaders have a partial understanding of customer expectations there are some distinct opportunities for organizations to better meet the needs of their consumers.

Long-term success will require organizations to not only understand and balance these stakeholder needs, but also ensure that their supporting people, processes, and technologies are capable of delivering on the expectations of the always on, constantly connected consumer.

About This Report

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The International Customer Management Institute (ICMI) is the leading global provider of comprehensive resources for customer management professionals -- from frontline agents to executives -- who wish to improve customer experiences and increase efficiencies at every level of the contact center. Since 1985, ICMI has helped more than 50,000 organizations in 167 countries through training, events, consulting, and informational resources. ICMI's experienced and dedicated team of industry insiders, trainers, and consultants are committed to helping you raise the strategic value of your contact center, optimize your operations and improve your customer service. ICMI is a part of UBM plc (www.ubm.com), a global events-led marketing services and communications company.

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inContact (NASDAQ: SAAS) is the cloud contact center software leader, helping organizations around the globe create customer and contact center employee experiences that are more personalized, more empowering and more engaging today, tomorrow and in the future. inContact continuously innovates in the cloud and is the only provider to offer core contact center infrastructure, workforce optimization plus an enterprise-class telecommunications network for the most complete customer journey management. Winner of the 2014 CRM Magazine Rising Star Award, inContact has deployed over 2,000 cloud contact center instances. To learn more, visit www.incontact.com.