CONTACT CENTER SATISFACTION INDEX (CCSI)

MANAGING THE ENTIRE CUSTOMER EXPERIENCE
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INTRODUCTION

Recent estimates indicate there are over 40,000 contact centers employing 3.5m agents across the US. Approximately 4% of the entire US working population are employed by contact centers. With COVID-19 quarantine generating a spike in online ordering, the critical role played by contact centers is even more evident.

Companies can boost customer satisfaction by effectively managing the entire customer experience, from pre-contact internet searches or visits to the company website, to direct contact with a customer service agent, to post-contact engagement through social media channels. Effectively managing across the entire experience requires integrated thinking from contact center managers that stretches beyond the specific customer service interaction with a customer.

The CFI Group Contact Center Satisfaction Index study measures contact center performance among customers regarding their experience interacting with the customer service. This year’s report provides the latest information on customer experience, key drivers of customer satisfaction, trends in pre-contact website self-service, how interaction with the agent impacts the experience, how post-contact interaction on social media should be considered part of customer service, and the financial rewards that continued investment in the contact center process can generate.

1. contactbabel.com
OVERALL SATISFACTION IMPROVES

Contact Center Satisfaction Index (CCSI) is 71, as measured on a 0-100 scale, rebounding 3 points from 2019 to a 5-year high. These results are based on a study involving a panel of 1,500 respondents who had contacted customer service in the prior 30 days.

Private sector CCSI has historically run a few points higher than the public sector GCCSI. The gap between CCSI and GCCSI had closed in 2017, but has since widened again to a record 7-point gap.

AGENT EFFECTIVENESS AND EMPOWERMENT REMAIN AN ISSUE

To improve customer satisfaction with the contact center experience and resulting customer actions, contact center managers must prioritize operational improvements among the six elements of the contact center experience.

## SIX DRIVERS OF AN EFFECTIVE CONTACT CENTER EXPERIENCE

<table>
<thead>
<tr>
<th>2019 SCORE</th>
<th>2020 SCORE</th>
<th>SATISFACTION DRIVERS</th>
<th>KEY MEASURES</th>
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<tbody>
<tr>
<td>80</td>
<td>82</td>
<td>AGENT DEEMANOR</td>
<td>Courteousness</td>
</tr>
<tr>
<td>78</td>
<td>81</td>
<td>AGENT COMMUNICATION</td>
<td>Speaking/writing clearly</td>
</tr>
<tr>
<td>74</td>
<td>76</td>
<td>AGENT KNOWLEDGE</td>
<td>Ability to answer your questions in a timely manner</td>
</tr>
<tr>
<td>72</td>
<td>74</td>
<td>AGENT EFFECTIVENESS</td>
<td>Ability to answer your questions in a timely manner</td>
</tr>
<tr>
<td>69</td>
<td>72</td>
<td>AGENT EMPOWERMENT</td>
<td>Policies that make sense</td>
</tr>
<tr>
<td>52</td>
<td>52</td>
<td>IVR SYSTEM</td>
<td>Ease of accessing information</td>
</tr>
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</table>
1 PRE-CONTACT: The Digital Experience
CUSTOMERS TRY TO RESOLVE AN ISSUE BEFORE CONTACTING SERVICE

Before reaching out to customer service, most customers have tried resolving their issue on their own. Our study shows that roughly one out of three (32%) always try to resolve their issue before reaching out to customer service, and another third (34%) say they do so most of the time. This moment when a customer begins to find a way to resolve an issue is when the customer service journey truly begins.
CUSTOMERS OFTEN VISIT COMPANY WEBSITE BEFORE CONTACTING SERVICE

Our study shows that for all customers who contact customer service, 42% have already tried to resolve the issue by visiting the company website, and 19% have checked with the mobile app.

If these customers had been able to locate information or tools to easily address their problem, they would not have had to tie up customer service resources to resolve the issue.

One implication to keep in mind is that as more customers are able to resolve simple issues online, those who do contact customer service will increasingly tend to have more complex issues, making the average customer service contact more difficult to handle.

Methods Customers Tried Before Contact Customer Service:

- **Company Website**: 42%
- **Company Mobile App**: 19%
- **Other Website**: 7%
- **Other**: 4%
- **Did Not Try and Resolve**: 41%

*Multiple responses allowed*
MOBILE DEVICES ARE USED ROUGHLY HALF THE TIME TO VISIT COMPANY SITES

Almost half (48%) of all website visits prior to contacting customer service are done so with a mobile device. Providing access to mobile-friendly resources to solve common customer problems can greatly reduce the overall contact center workload.

<table>
<thead>
<tr>
<th>Device</th>
<th>Percentage</th>
</tr>
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<tbody>
<tr>
<td>Mobile Phone</td>
<td>48%</td>
</tr>
<tr>
<td>Laptop</td>
<td>38%</td>
</tr>
<tr>
<td>Desktop</td>
<td>34%</td>
</tr>
<tr>
<td>Tablet</td>
<td>15%</td>
</tr>
</tbody>
</table>
CONTACT: The Agent Experience
Phone calls still dominate as the customer’s channel of choice, with 76% of those who contact customer service doing so over the phone.

This does not mean that contact centers can neglect other channels. Of those customers using other means of contact, 20% use email and 14% use online chat, a number that we expect to continue to grow in 2020. Similar to online chat, 10% connect using an online contact form, though the communications delay with contact forms poses a problem as customers seek real-time customer service, with ever-increasing expectations for timely responses.

Social media continues to grow as a channel viewed as a mechanism for interacting with customer service. We see 4% of customers contact customer service through Facebook, while 2% try Twitter. We expect these channels to continue to grow as contact centers, increasingly, make social media a standard customer service engagement platform.

**OTHER METHODS CUSTOMERS TRIED TO CONTACT CUSTOMER SERVICE**

- Contacted Customer Service by Calling on the Phone: 76%
- Email: 20%
- Interactive (Online) Chat: 14%
- Online Contact Form: 10%
- Facebook: 4%
- Twitter: 2%

* Multiple responses allowed
The key to a successful customer service call is having agents who are effective and empowered by the organization to make decisions when trying to solve customer issues. Effective and empowered agents can deliver on three key metrics: first agent resolution, first call resolution, and low call handle times.

**FIRST AGENT RESOLUTION**
- 63% of callers say the issue is resolved with the first agent, resulting in a CCSI of 80. CCSI falls as the number of agents needed to resolve the issue increases.

**FIRST CALL RESOLUTION**
- Only 60% of callers say that the issue is resolved the first time, with an average CCSI of 82. CCSI declines as the issues require multiple contacts.

**CALL HANDLE TIME**
- 17% of callers say the contact is handled in five minutes or less, with a CCSI of 81. Another 25% of all calls are handled within 6-10 minutes, with CCSI at 80. After 10 minutes, however, CCSI begins to fall.
POST-CONTACT: The Social Experience
CONTACT CENTERS MUST CONTINUE TO MANAGE POST-CONTACT EXPERIENCE

Many customers tell others about their experience with customer service. Our study showed that about one in three (36%) actively share details of the customer service experience. And half of those who share do so on social media. Most social media shares regarding the customer service experience are made on Facebook (39%), followed by Instagram, YouTube, and Twitter (13%-15%). Contact center managers should actively monitor key social media and engage customer posts as an extension of the whole customer service journey.

HAVE YOU SHARED YOUR EXPERIENCE WITH THIS CUSTOMER SERVICE EXPERIENCE WITH OTHERS

- 64% HAVE NOT SHARED
- 36% HAVE SHARED

IF YOU SHARED YOUR EXPERIENCE OVER SOCIAL MEDIA, WHICH ONE DID YOU USE?

- Facebook: 39%
- Instagram: 15%
- YouTube: 15%
- Twitter: 13%
- Other Social Media: 4%
- LinkedIn: 3%
- Did Not Share On Social Media: 50%

* Multiple responses allowed
ABOUT THE APPROACH

Since 2007, CFI Group has conducted an extensive study of customer satisfaction contact centers using the proven technology powered by our patented customization of the American Customer Satisfaction Index (ACSI). All survey panel respondents had contact with customer service within the previous 30 days. This report analyzes the aggregate set of respondents across the mix of industries measured.

The purpose of this study is to provide managers with a better understanding of how to measure and manage the whole customer service journey experience: pre-contact, contact, and post-contact.

Contact centers play a vital role in supporting and delivering a products and services offered by a company. CFI Group focuses its contact center study on six primary industries:

- Bank/Credit Union
- Cable or Satellite TV
- Cell Phone Service
- Insurance – Property and Casualty
- Insurance – Health
- Retail

Within this select group, the range of functions the contact center must perform is far-reaching. Centers must provide technical support, give policy information, handle complaints, and potentially play countless other roles.

This year’s CCSI study continues the exploration of how well contact centers are delivering services and resolving their issues. It examines trends and offers recommendations to improve satisfaction with the contact center experience.

ABOUT US

CFI Group delivers customer experience measurement and business insights from its Ann Arbor, Michigan headquarters and a network of global offices. As founding partner of the American Customer Satisfaction Index (ACSI), CFI Group is the only company within the United States licensed to apply customized ACSI methodology in both the private and public sectors. Using this patented technology and top research experts, CFI Group uncovers the business drivers and financial impact of customer experience.

For more information, visit configroup.com or contact:

phone: 800.930.0933
email: AskUs@configroup.com