



Global Benchmarking Series, 2022

Contact Center Channel Management

September 2022

© 1996-2022 COPC Inc. All rights reserved.



Table of Contents

Topic	Page
01 Introduction	3
02 Customer Care Channels	6
03 Multichannel Journeys	13
04 The Consumer View	16
05 Measuring Performance	32
06 Conclusion	37
07 Respondent Profile	39
Who We Are	42





01

Introduction

Preface

Key Findings

Preface

Customer care is central to customer experience (CX) transformation because it handles the broadest range of organizational touchpoints. Customer service channels are more than a means of staying connected to customers and helping to resolve issues. These channels represent your brand when interacting with potential buyers.

Well-planned and executed customer service can turn a potential buyer into a loyal customer. At the same time, haphazard approaches can turn away potential customers or lose the loyalty of those who interact with your brand.

The pandemic changed customers preferences and expectations for interacting with organizations. The corporate belief is that self-service channels are becoming more popular among customers. Research insights capture the difference between corporate and consumer views regarding the use and preference for various channels.

We trust that you will find this report as relevant and valuable as previous reports in the series.

Ian Aitchison
CEO, Asia Pacific Region
COPC Inc.

iaitchison@copc.com



Key Findings

Customer Care Channels

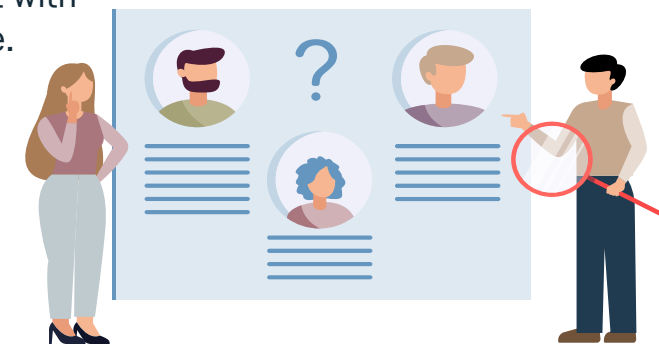
- 69% of the surveyed executives said they provide both human-assisted channels and self-service technologies (SSTs) for customer care.
- 73% of the executives estimate the resolution rates for human-assisted channels to be more than 60% vs. only 42% of the executives estimate the same for SSTs.
- Executives believe that the phone is still the most popular channel amongst customers for getting their issues resolved. However, they also think that the popularity of SSTs is growing.
- In general, the executives also shared that organizations are trying to shift traffic from human-assisted channels to SSTs (53%).

Multichannel Journeys

- 39% of respondents stated that more than 60% of their customers use a multichannel journey to get a single customer care issue resolved.
- 54% of the executives believe customers are forced to use multiple channels while seeking support for resolving their issues.

Consumer View

- Convenience/ease of use emerges as the topmost factor in determining the preferred channel for customer care.
- For 47% of customers, there has been a change in their preferred channel - in general, preference has increased for SSTs.
- Pandemic and the associated restrictions have clearly had an impact on the way customers work and interact with organizations, with 47% of respondents stating so. Of these, 52% of these believed the changes were positive.
- Phone is the most used channel across single and multichannel users, followed by email.
- 63% of the consumers who used multiple channels to resolve their issues were forced to do so because of the complexity of the issue or the customer care processes itself.



02

Customer Care Channels

Channels Offered

Resolution Rates

First Contact Resolution

Corporate Perception of Most Popular Channels

Corporate Perception of Change in Channel Popularity

Change in Channel Popularity

Impact of COVID-19

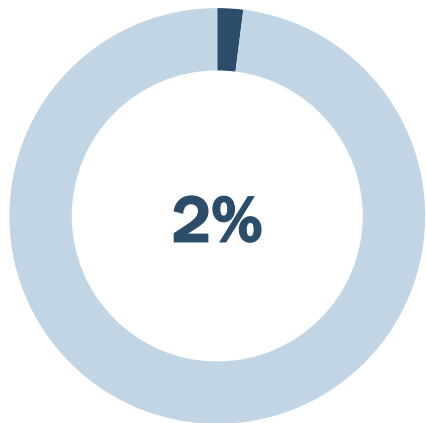
Managing Traffic



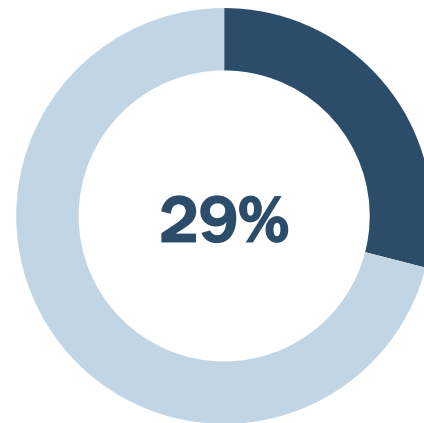
Channels Offered

Which of the following channels does your organization offer?

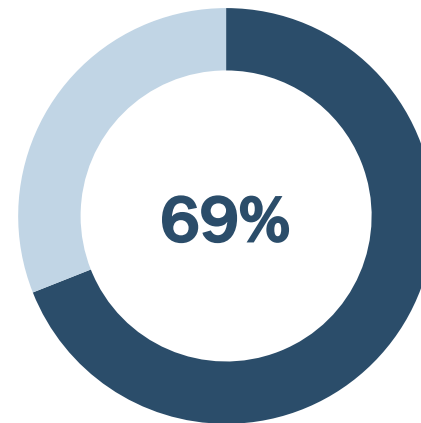
Self-Service Technologies



Human-Assisted



Both

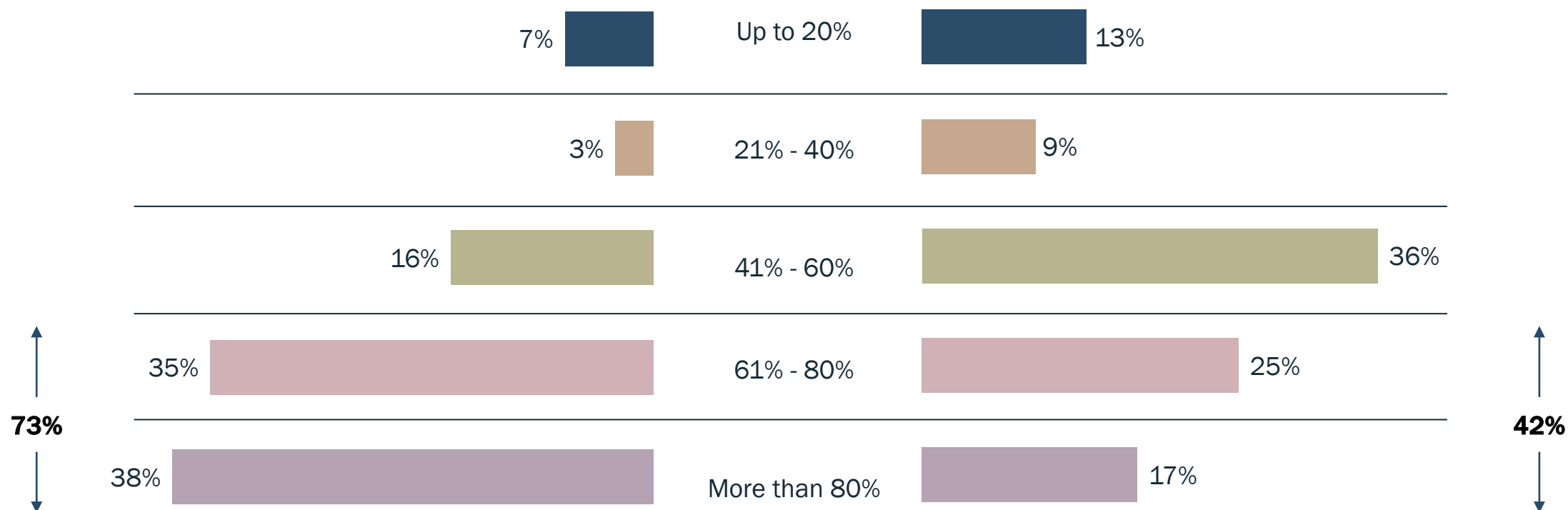


69% of respondents said that their organizations provide both human-assisted and self-service technologies.

Resolution Rates

Estimated issue resolution (IR) rate for human-assisted channels

Estimated issue resolution (IR) rate for self-service technologies

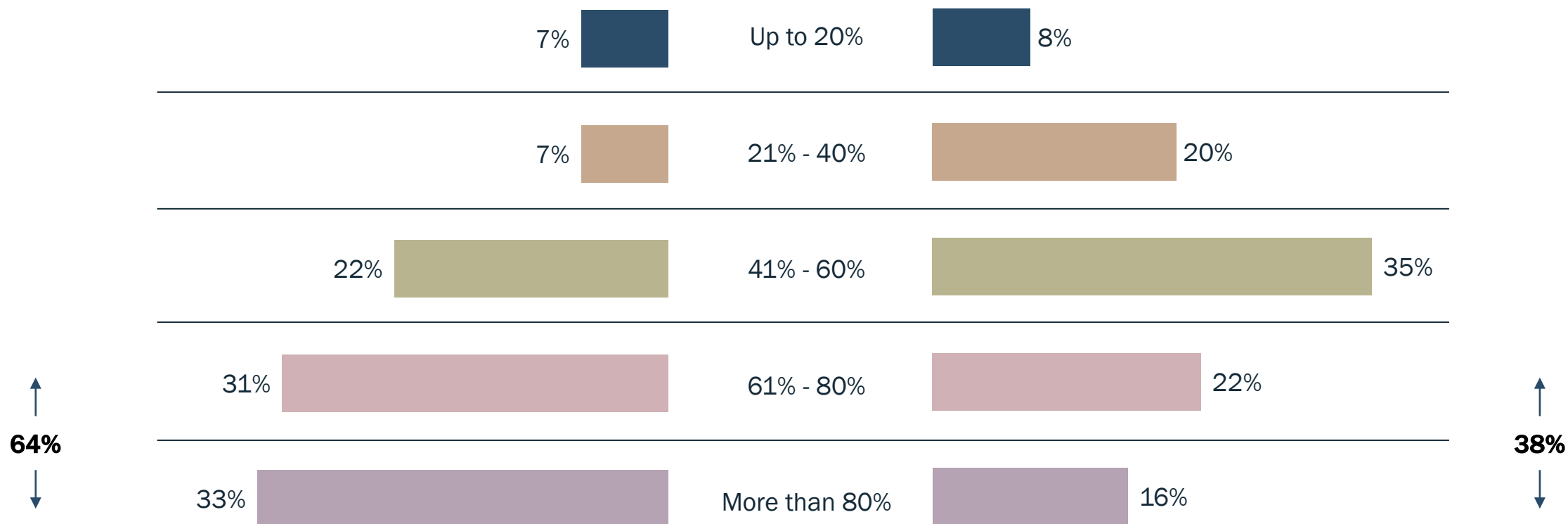


73% of the executives estimate the resolution rates for human-assisted channels to be more than 60% vs. only 42% of the executives estimating the same for SSTs. Given the focus on SSTs and executives' belief that SSTs are gaining momentum for issue resolution, these rates are relatively low.

First Contact Resolution

Estimated the first contact resolution (FCR) rate for human-assisted channels?

Estimated the first contact resolution (FCR) rate for self-service technologies?



Similar to resolution rates, the estimates for FCR for SSTs are much lower when compared to human-assisted channels.

Corporate Perception of Most Popular Channels

Rank the following channels in terms of popularity among customers.
One being the most popular and seven as the least popular.

#1



Phone

#2



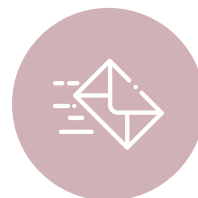
Self-Service
Technologies

#3



Webchat

#4



Email

#5



Messaging
System

#6



In-Person
(Face to Face)

#7



Video (e.g.,
Zoom, Skype, etc.)

Based on the responses from executives, data suggests that despite the focus organizations have on offering and shifting traffic from human-assisted channels to SSTs, the phone is still believed to be the most popular channel.



Corporate Perception of Change in Channel Popularity

Based on your perception, the popularity among the customers for each of the following channels is increasing or decreasing?
(CORPORATE VIEW)

Based on the responses by executives, the 'net change'* in popularity across channels:



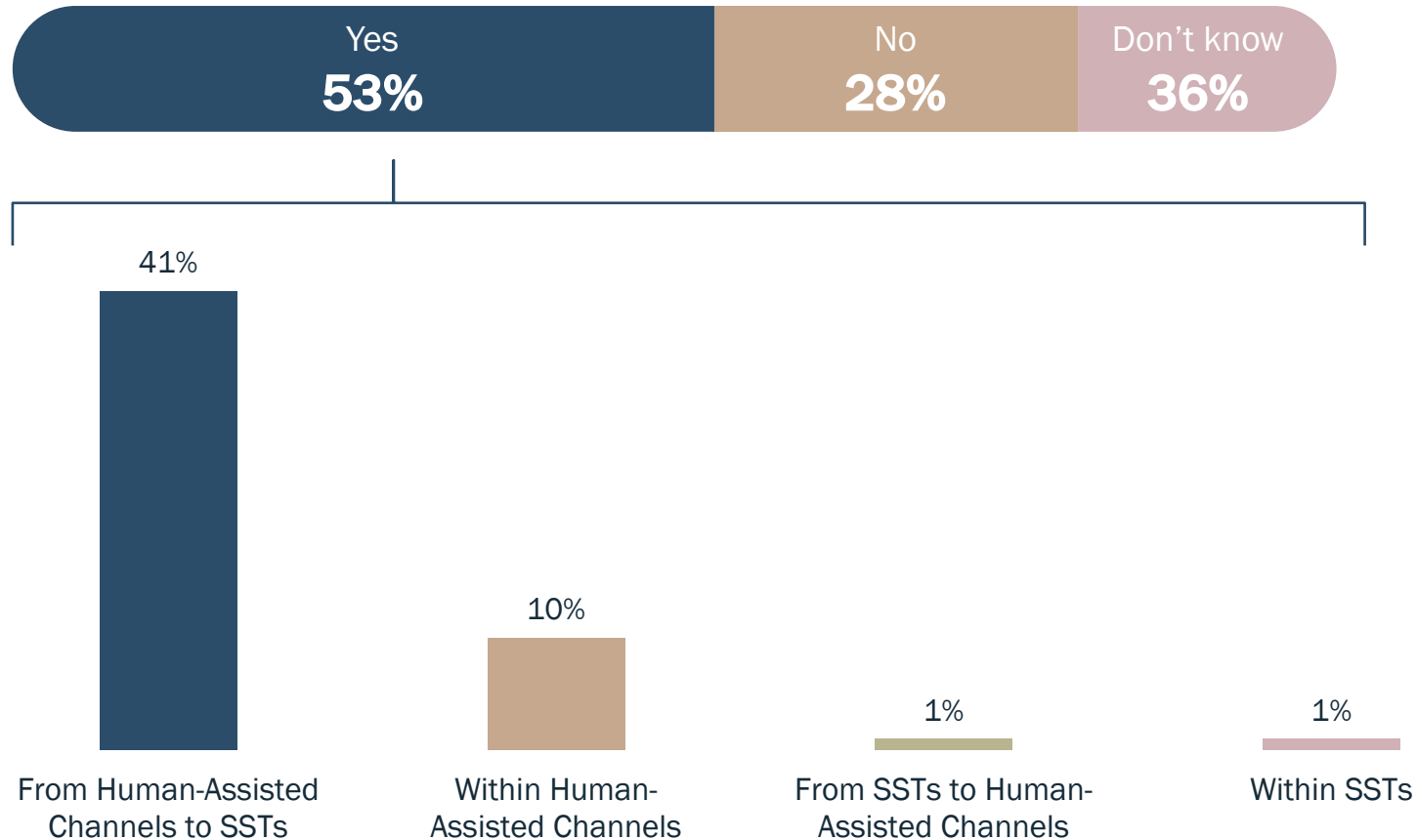
Executives believe SSTs have a higher increase in popularity among customers as channels for support – followed by assisted real-time channels (webchat).



*Net Change in Channel Popularity perception = % of respondents reporting an increase in channel popularity – % of respondents reporting a decrease in channel popularity

Managing Traffic Between Channels

Is your organization actively trying to shift engagement traffic from one channel to another?



Organizations clearly have a focus on SSTs – with **41%** of the executives stating their organizations are trying to shift traffic from human-assisted channels to SSTs.



03

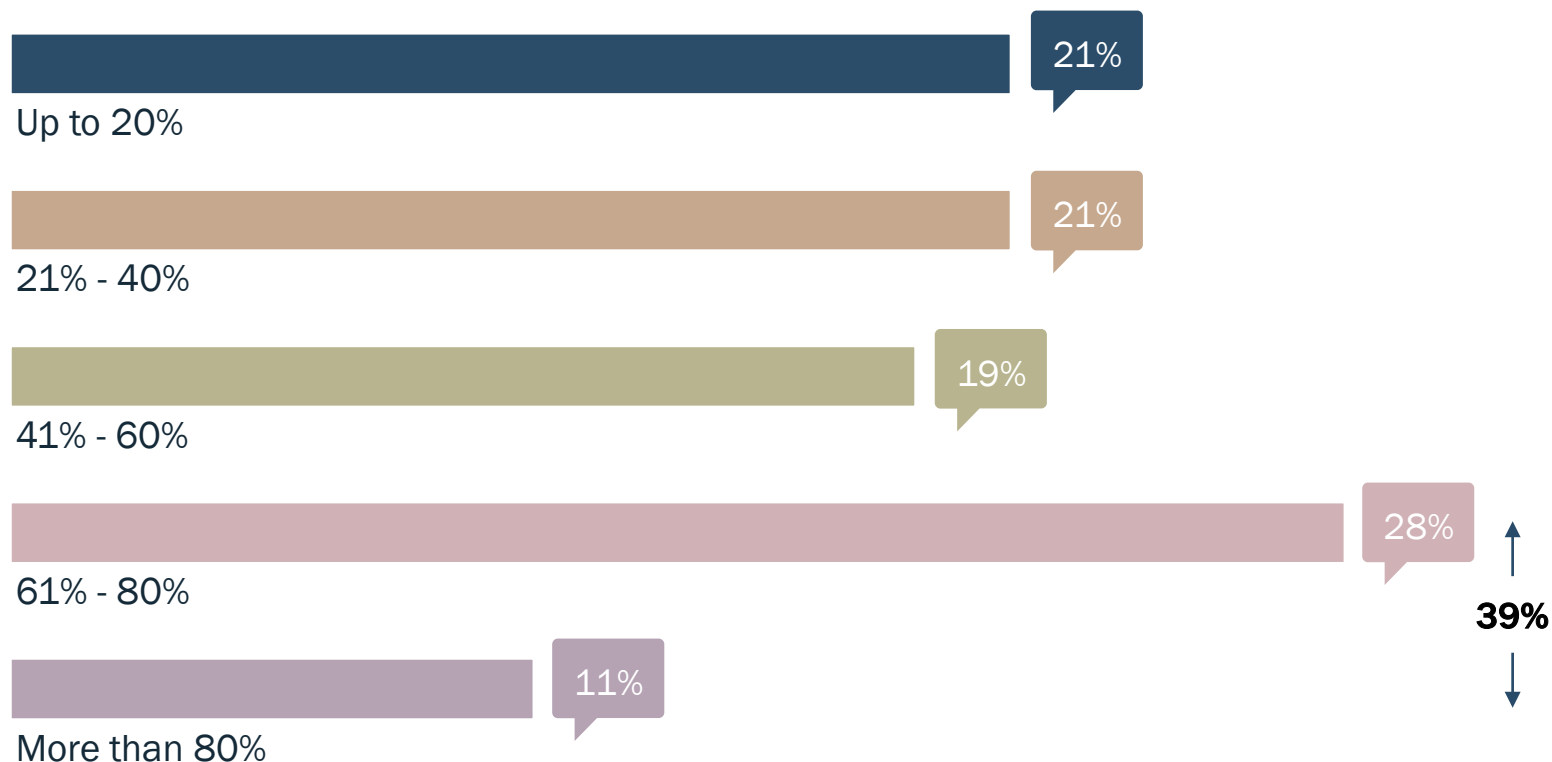
Multichannel Journeys

Multichannel Journeys

Reasons for Multichannel Journeys

Multichannel Journeys

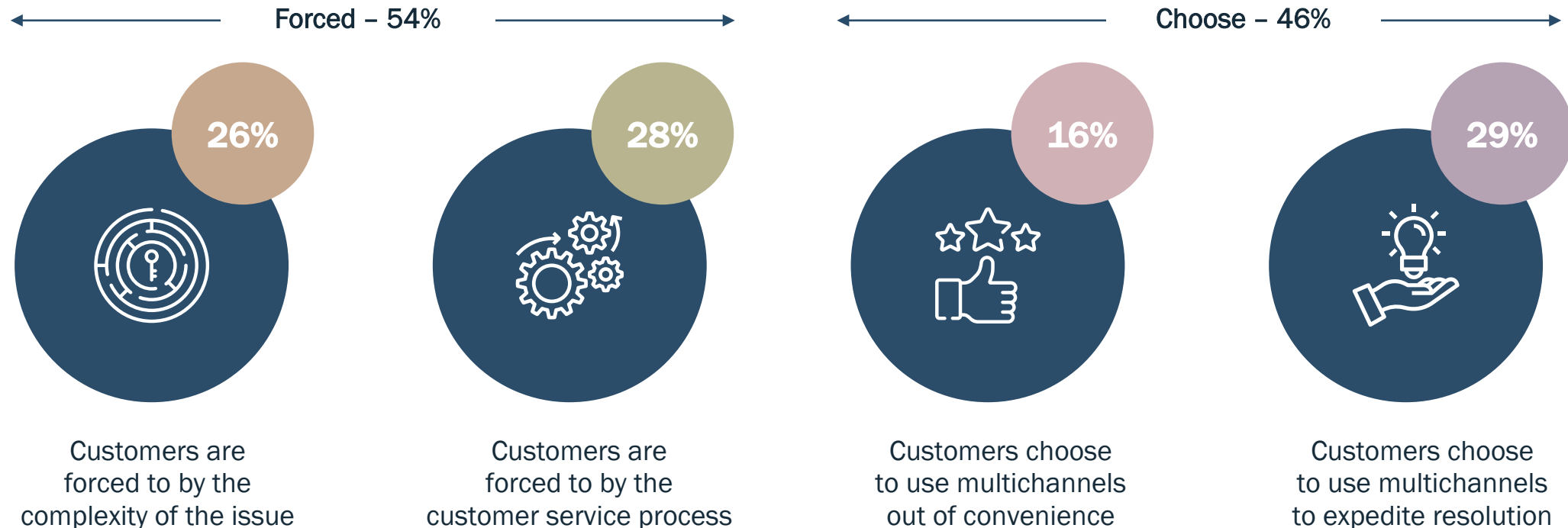
What proportion (%) of your customers do you believe need to use multiple channels (like phone, email and social media) to resolve a single customer service issue?



Multichannel journeys are becoming common among customers reaching out to organizations for customer care. **39% of respondents** stated that **more than 60% of their customers use a multichannel journey** to get a single customer care issue resolved.

Reasons for Multichannel Journeys

Please help us understand why you think customers use multiple channels to resolve single customer care issues?



54% of executives believe customers are forced to use multiple channels to resolve their issues. When customers are forced to resort to multiple channels, they are less satisfied with their interactions, even if their issues are resolved.

04

The Consumer View

Channel Preference and Usage

Impact of COVID-19

Multichannel versus Single Channel
Interactions

Multichannel Interactions

Channel Usage

Reasons for Multichannel Interactions

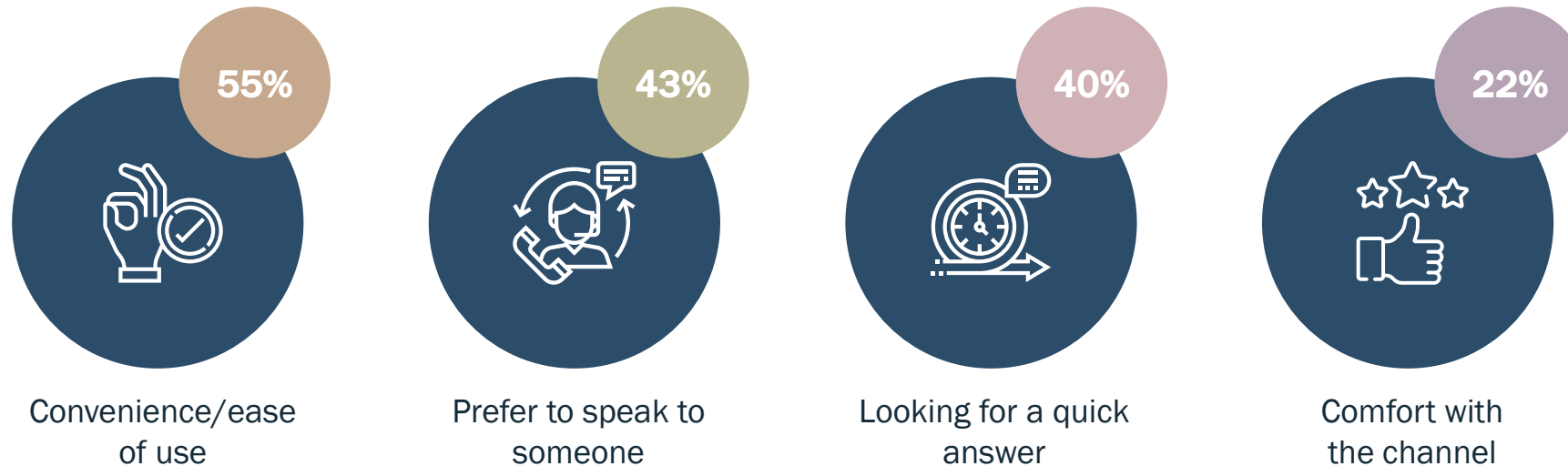
Customer Experience with Phone and Email –
Issue Resolution

Customer Experience with Self-Service
Technologies (SSTs)



Channel Preference and Usage

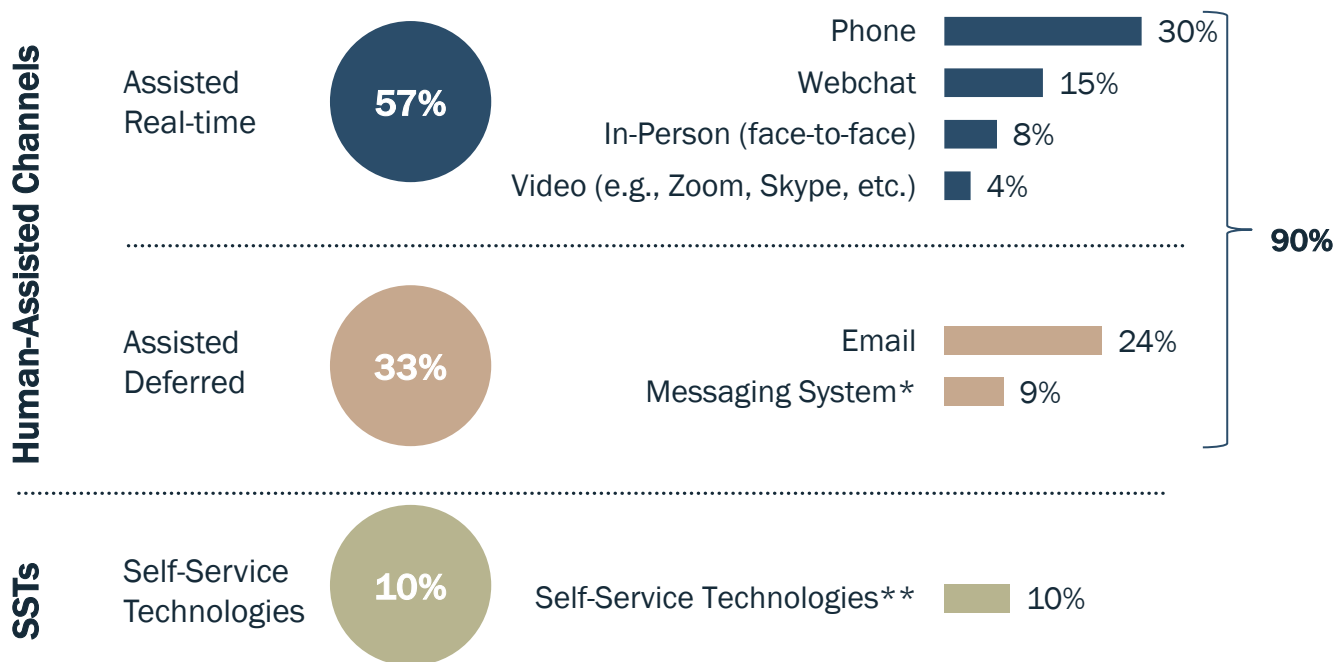
What are the biggest factors in determining your preferred channel when contacting customer care?



- Customers looking for convenience/ease of use have the highest preference for email (28%) when contacting customer care, followed by the phone (26%).
- Customers looking for all of the above prefer to use the phone (48%).
- For customers who do not prefer to speak to someone but seek convenience, quick answers and comfort, webchat, SSTs and email are the top three preferred channels.

Channel Preference and Usage – Preferred Channels: Customer View vs. Corporate View

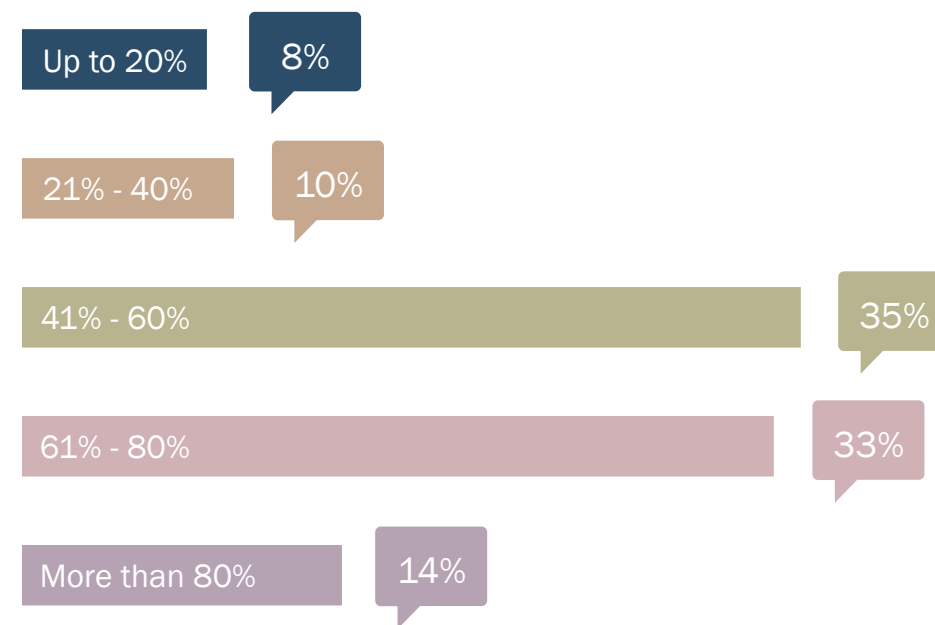
If you knew that your customer service issue would be resolved regardless of contact channel, which would be your preferred contact method? (CUSTOMER VIEW)



57% of customers **prefer** to interact through **real-time human-assisted channels**. Customer preference for human-assisted channels is 9x the preference for **SSTs**.

* E.g., Facebook Messenger, WeChat, WhatsApp, etc. ** E.g., mobile app, online self-service, chatbot, etc.

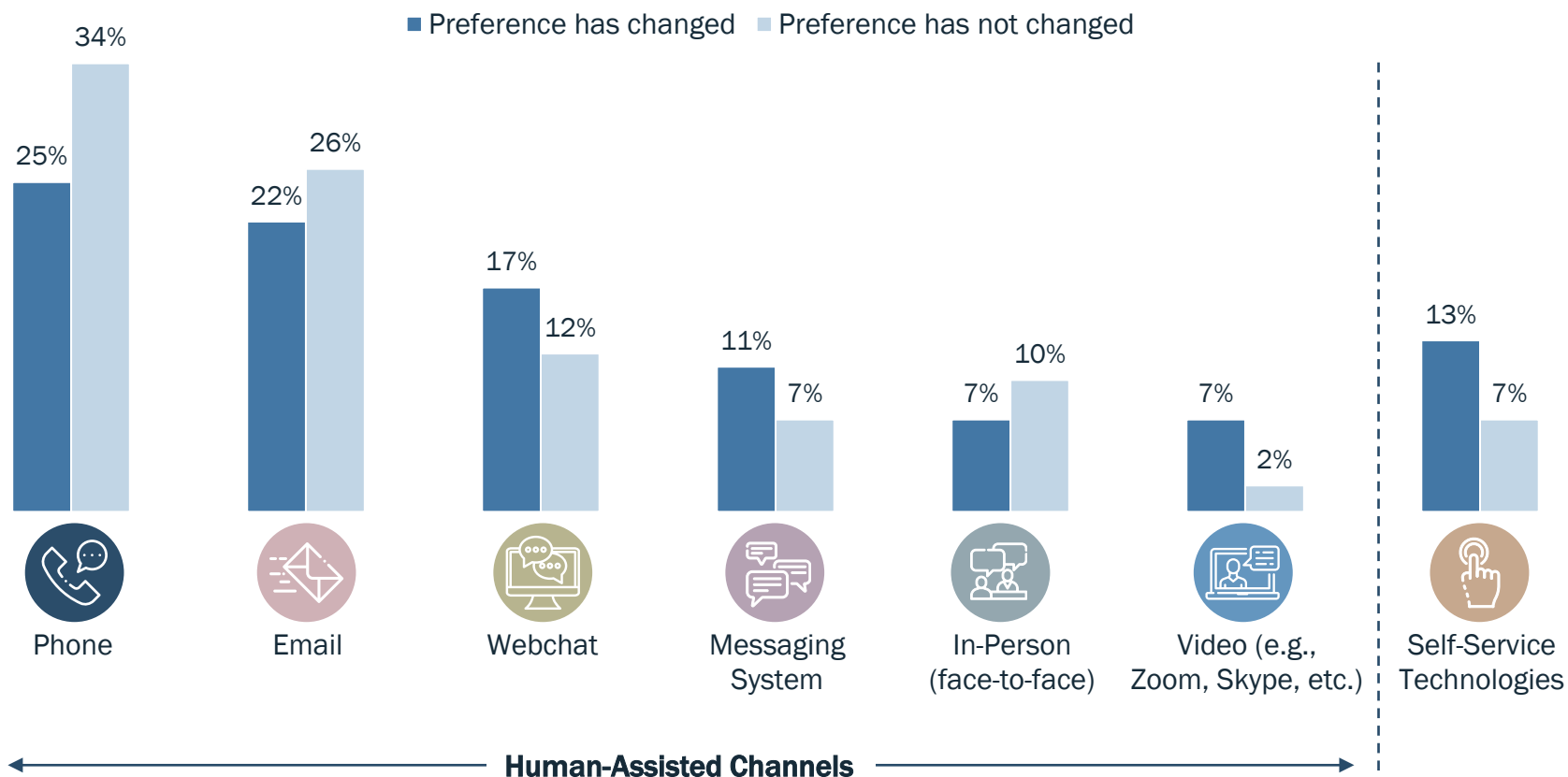
What proportion (%) of customers do you believe would prefer to get a solution with the help of a customer service staff vs. SSTs? (CORPORATE VIEW)



Executives clearly overestimate customer preference for SSTs. Only 14% stated that more than 80% of the customers would prefer to use customer service staff over SSTs. 90% of the customers said they prefer human-assisted channels.

Channel Preference and Usage – Change in Channel Preference

Has your preferred contact method changed in recent years?



47% of customers' preferred channel has changed in recent years.

- Within the human-assisted channels, there has been a shift away from phone and email.
- In general, preference has increased for SSTs in recent years.

Impact of COVID-19: A Shift in Favor of 'Non-Voice Channels'

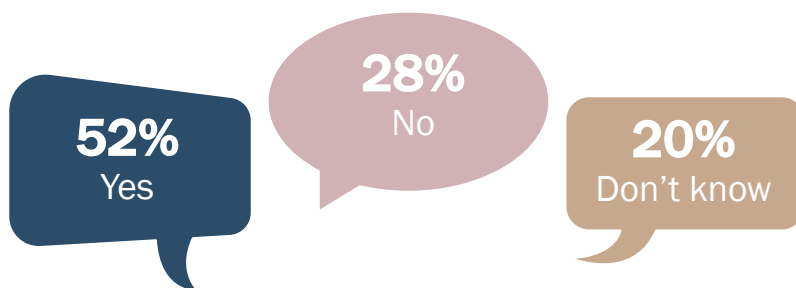
Do you feel the COVID-19 pandemic and any associated restrictions have changed the way that you interact with organizations?
(CUSTOMER VIEW)

Yes **47%**

Not sure **17%**

No **36%**

Have these changes been positive for you?



47% of respondents said the pandemic and the associated restrictions have impacted how customers work and interact with organizations; 52% say the changes are positive.

Channel preference for webchat, messaging system video and SSTs increased among customers who stated that the pandemic had changed the way they interact with organizations.

What is your preferred contact method?

	Preference has changed	Preference has not changed
Phone	25%	38%
Email	24%	25%
Webchat	17%	7%
Messaging System	11%	9%
In-Person (face-to-face)	7%	8%
Video	4%	3%
Self-Service Technologies	12%	10%

Multichannel vs. Single Channel Interactions

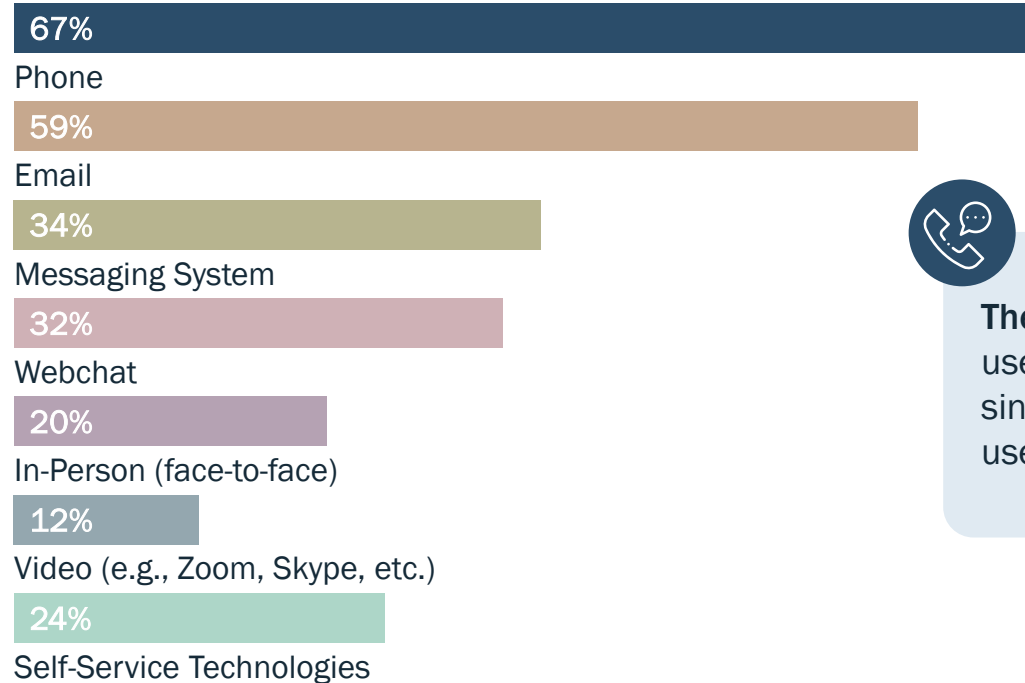
Did you have to use multiple channels (like phone, email and social media) to resolve this single customer service issue?

Yes **82%**

No **18%**

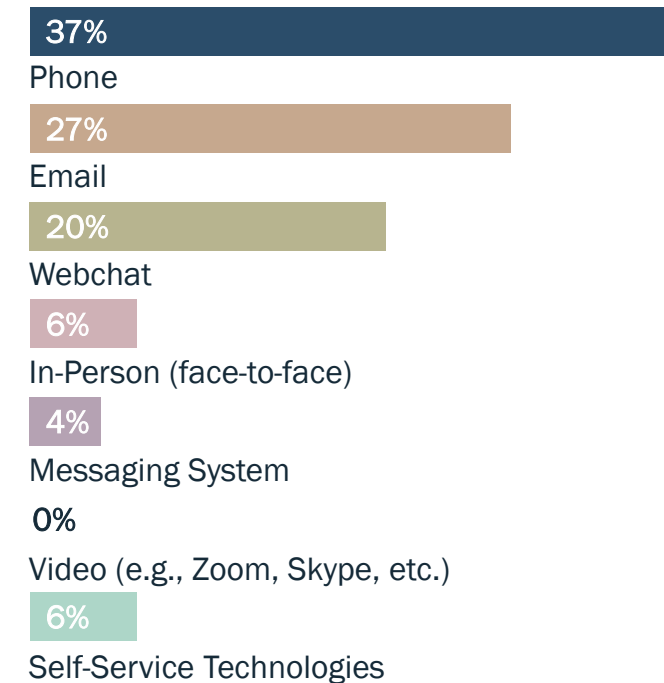
Which of the following contact channel(s) did you use to engage with the customer service department?

Multichannel usage



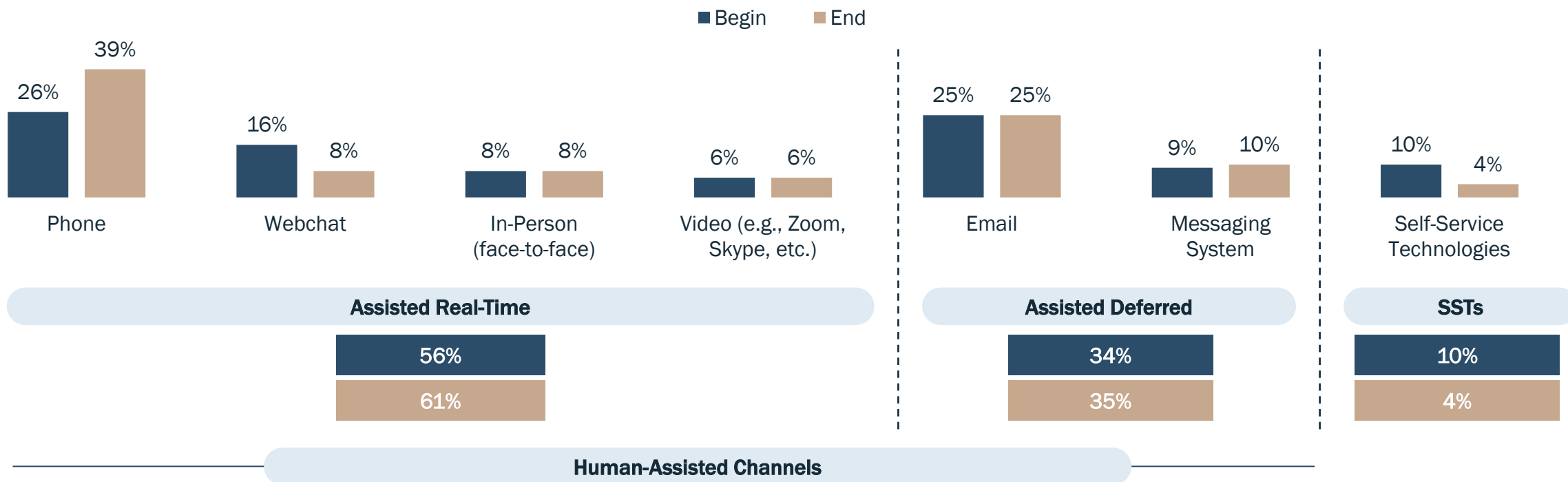
The phone is the most used channel across single and multichannel users, followed by **email**.

Single channel usage



Multichannel Interactions

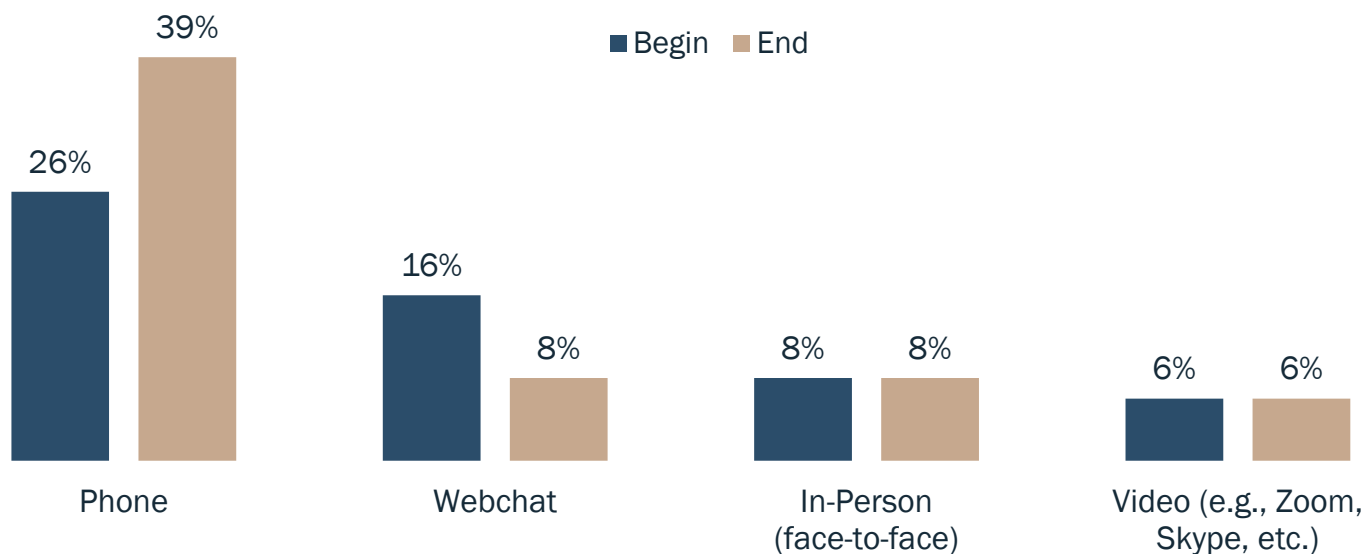
In which of the following channels did your engagement begin/end?



90% of the customers stated their multichannel engagement **started** with a human-assisted channel. However, **96%** of the customers stated their multichannel interactions **ended** with a human-assisted channel.

Channel Usage – Multichannel Interactions with Assisted Real-Time Channels

In which of the following channels did your engagement begin/end? (CUSTOMER VIEW)

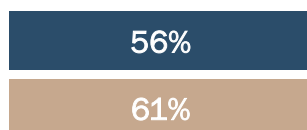


56% of the customers stated their multichannel interactions began with assisted real-time channels.

61% stated these ended in assisted real-time channels.

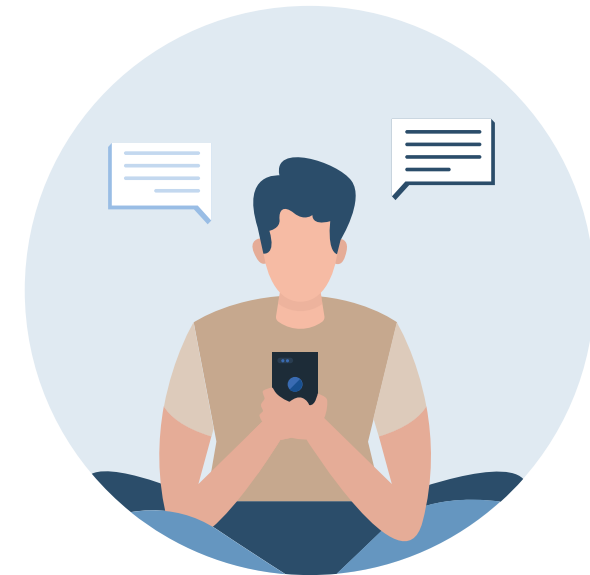
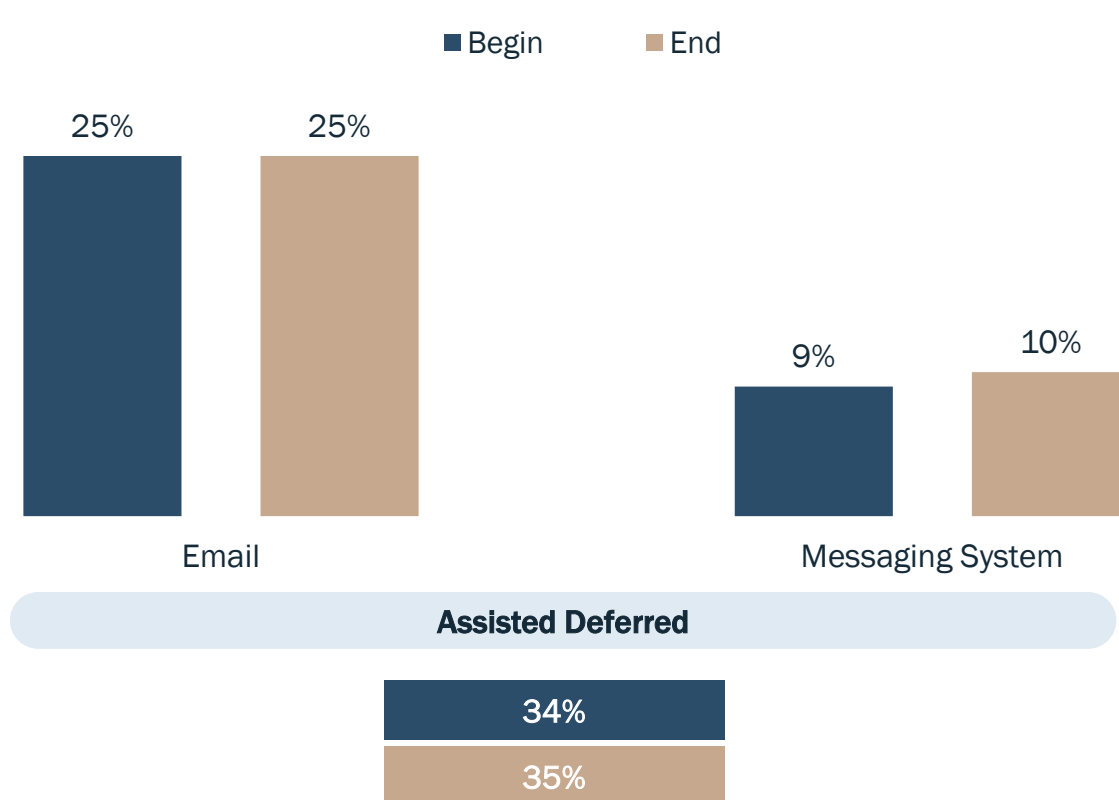
The percentage of customers starting with an assisted real-time channel matches the customer preference. The increase in customers who ended in this type of channel, especially phone, indicates that some customers had to move outside of their preferred channel to get a solution.

Assisted Real-Time



Channel Usage – Multichannel Interactions with Assisted Deferred Channels

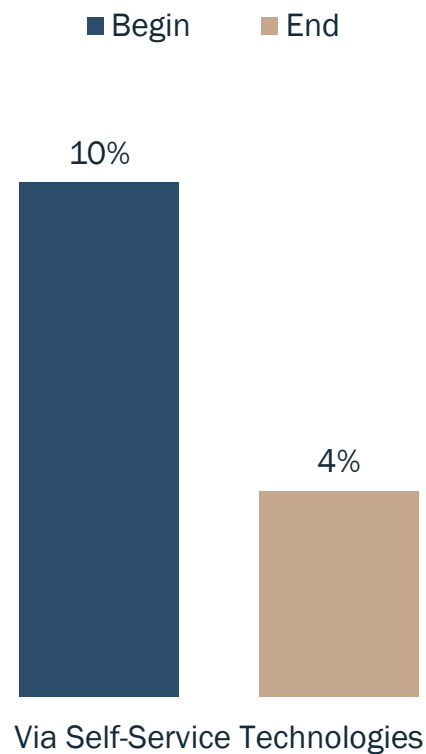
In which of the following channels did your engagement begin/end? (CUSTOMER VIEW)



A similar proportion of customers stated they began and ended their multichannel interactions with assisted deferred channels.

Channel Usage – Multichannel Interactions with Self-Service Technologies

In which of the following channels did your engagement begin/end? (CUSTOMER VIEW)


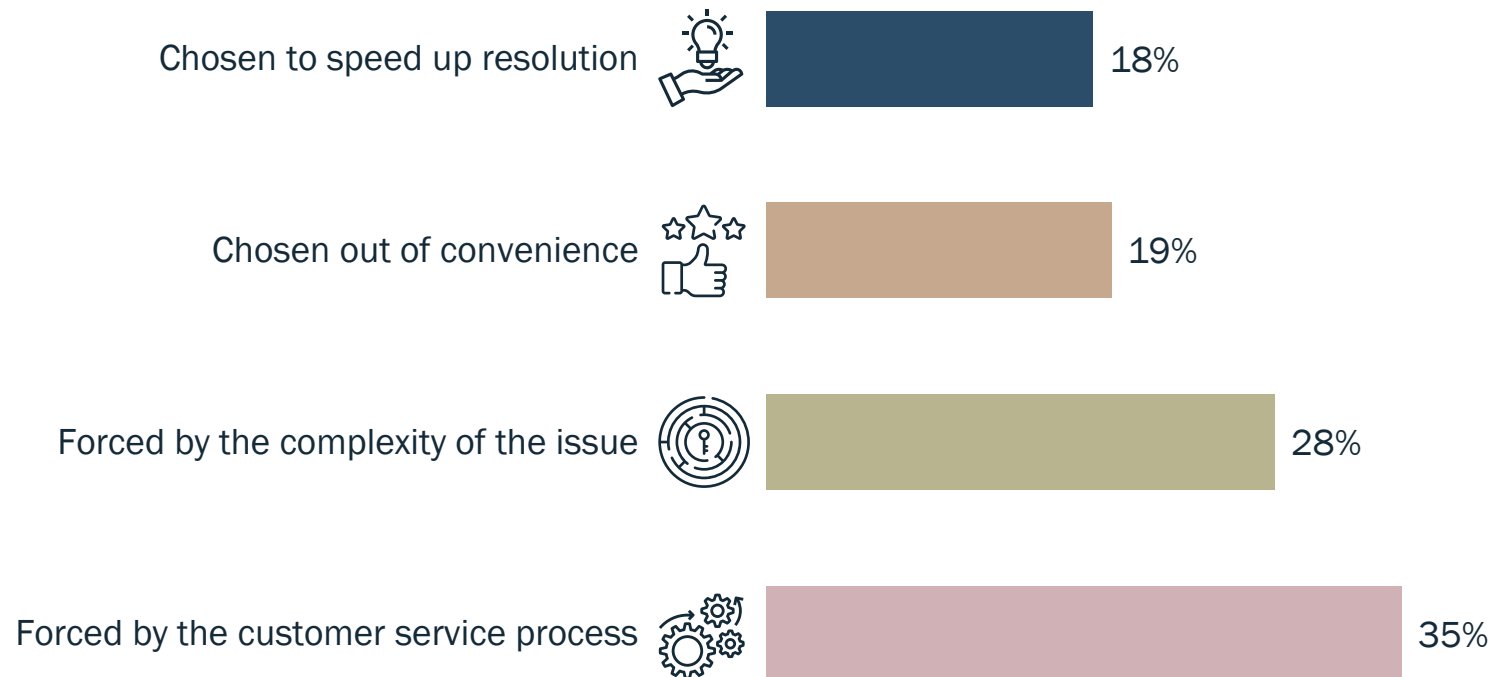


A smaller proportion of customers stated they began their multichannel interactions with SSTs, and an even lower proportion said they ended the interaction using SSTs.

The results indicate low SST usage, even for multichannel interactions.

Reasons for Multichannel Interactions

Why did the process take you across multiple channels?



63% of the consumers who used multiple channels to resolve their issues were forced to do so due to either complexity or the customer care process itself.

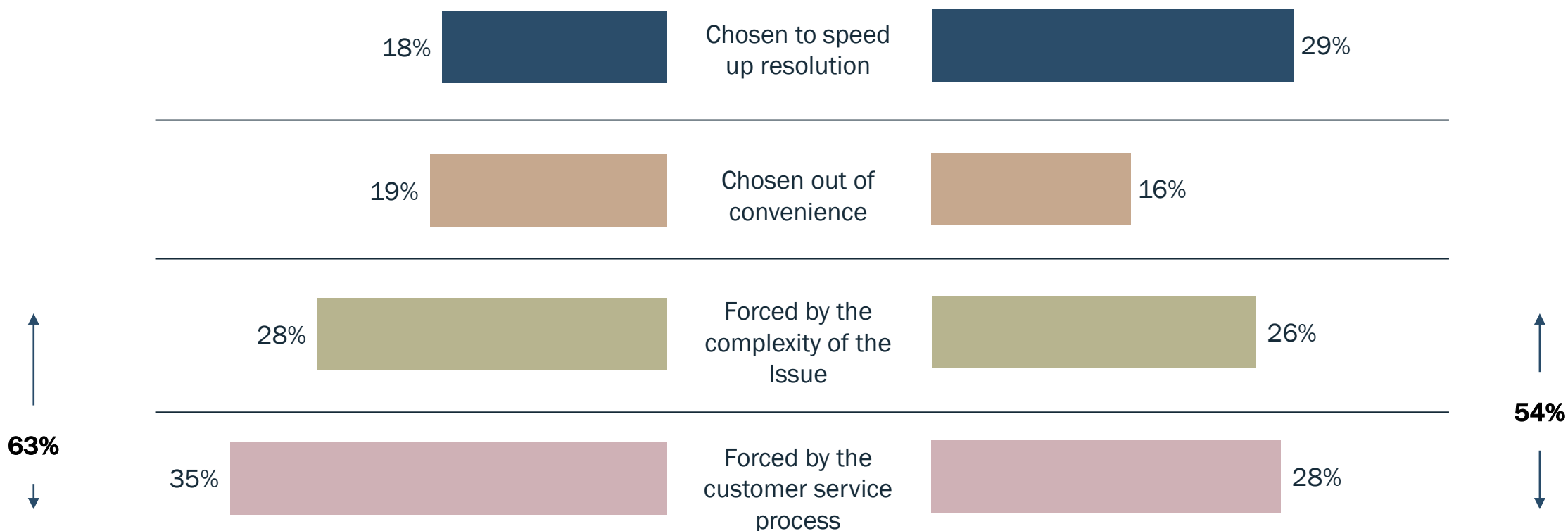
- The primary reason for customers using multiple channels is customer care process design.

Customers **forced** to use multiple channels were **1.5x times** more likely to be dissatisfied with their experience than those who chose multichannel usage.

Reasons for Multichannel Interactions: Corporate View vs. Customer View

Why did the process take you across multiple channels?
(CUSTOMER VIEW)

Please help us understand why you think customers use multiple channels to resolve single customer care issues?
(CORPORATE VIEW)



54% of executives believe customers are forced into multichannel journeys compared to 63% of customers who said they were forced to switch channels. Forcing customers into multichannel journeys drives dissatisfaction. Organizations can streamline customer service by taking measures to identify complex issues upfront and eliminate problems in the customer service process.

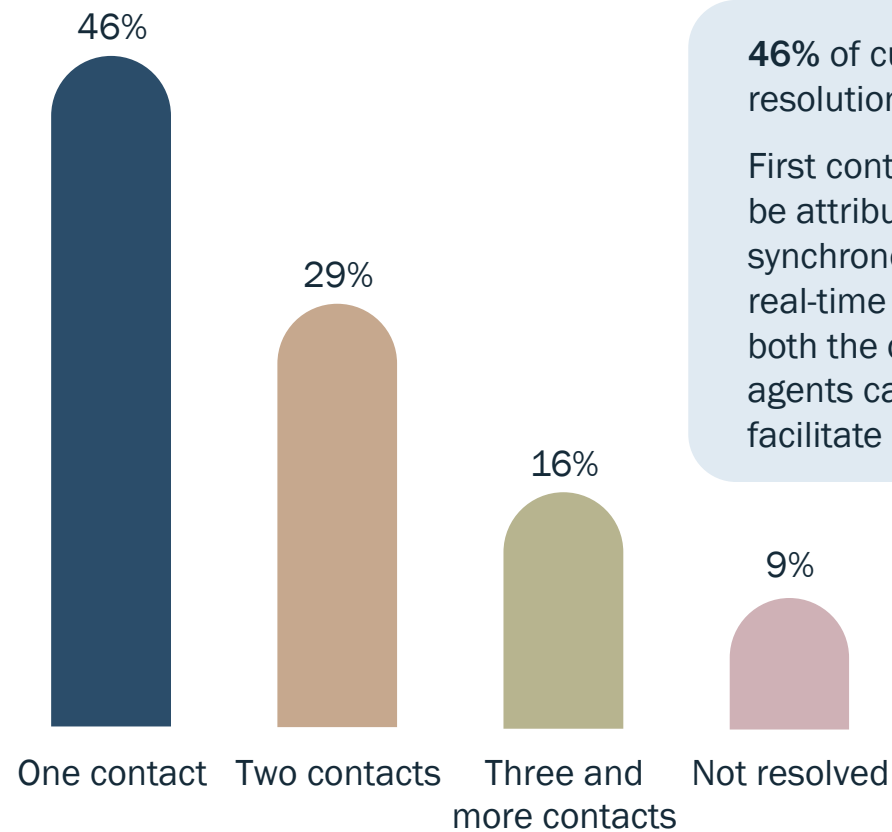
Customer Experience with Phone – Issue Resolution

Considering your most recent experience has your issue been resolved?



91% of customers had their issues resolved.

For your most recent experience, how many separate interactions did you have with the organization before your issue was resolved?

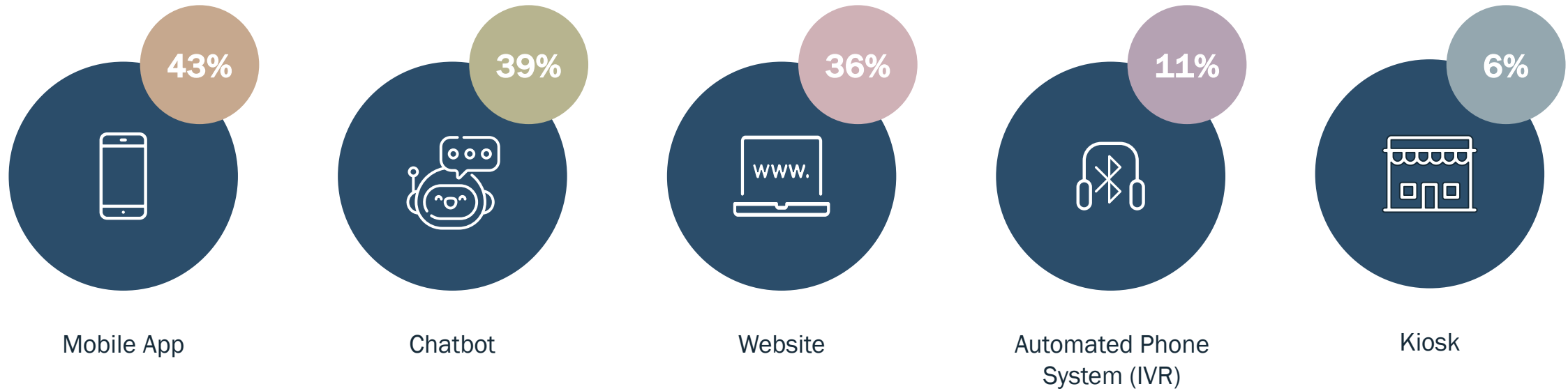


46% of customers reached resolution upon first contact.

First contact resolution can be attributed to the synchronous nature of the real-time transactions where both the customer and agents can ask questions to facilitate a resolution.

Customer Experience with Self-Service Technologies (SSTs) – Usage

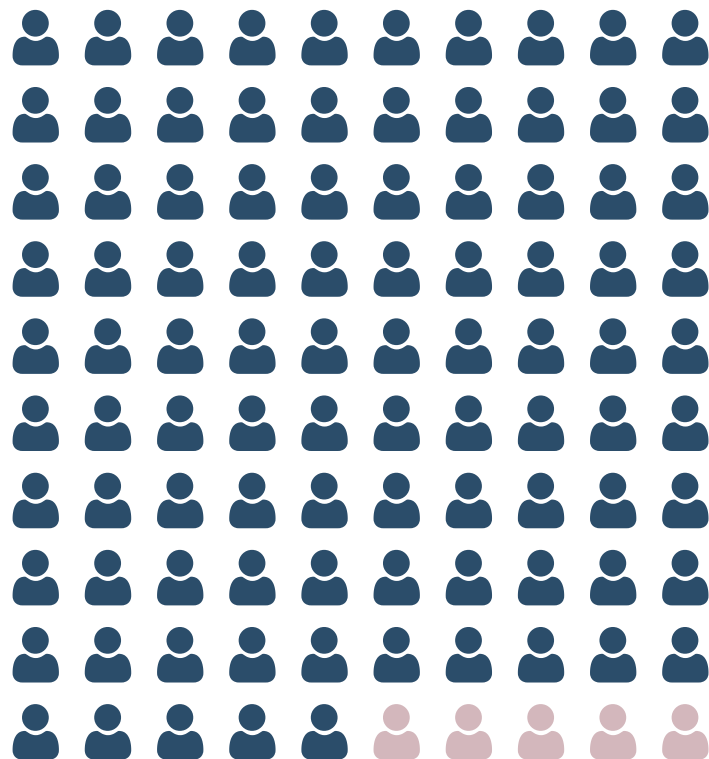
Thinking specifically about the organization you engaged with, which of the following self-service channels did you use for your interaction?



Mobile app is the most used self-service technology, followed by **chatbot** and **website**.

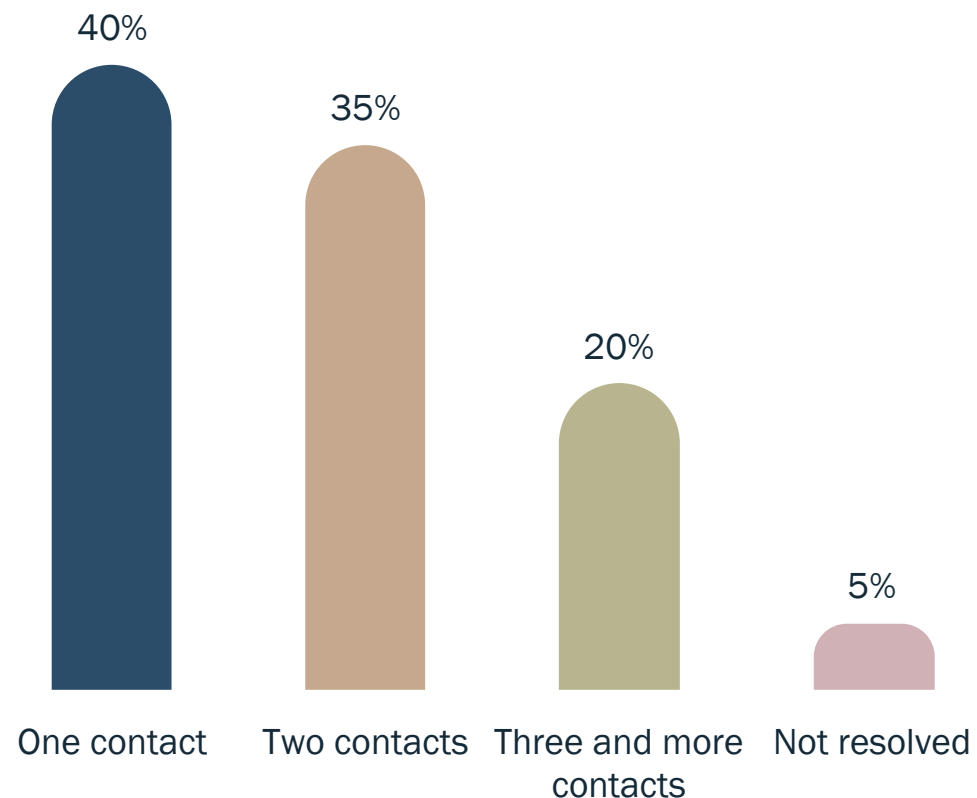
Customer Experience with Self-Service Technologies (SSTs) – Issue Resolution

Considering your most recent experience has your issue been resolved?



95% of customers had their issues resolved.

For your most recent experience, how many separate interactions did you have with the organization before your issue was resolved?



40% of customers had their issues resolved at first contact.

05

Measuring Performance

Measuring Customer Experience

Measuring Cost of Delivery

Some More Performance Indicators



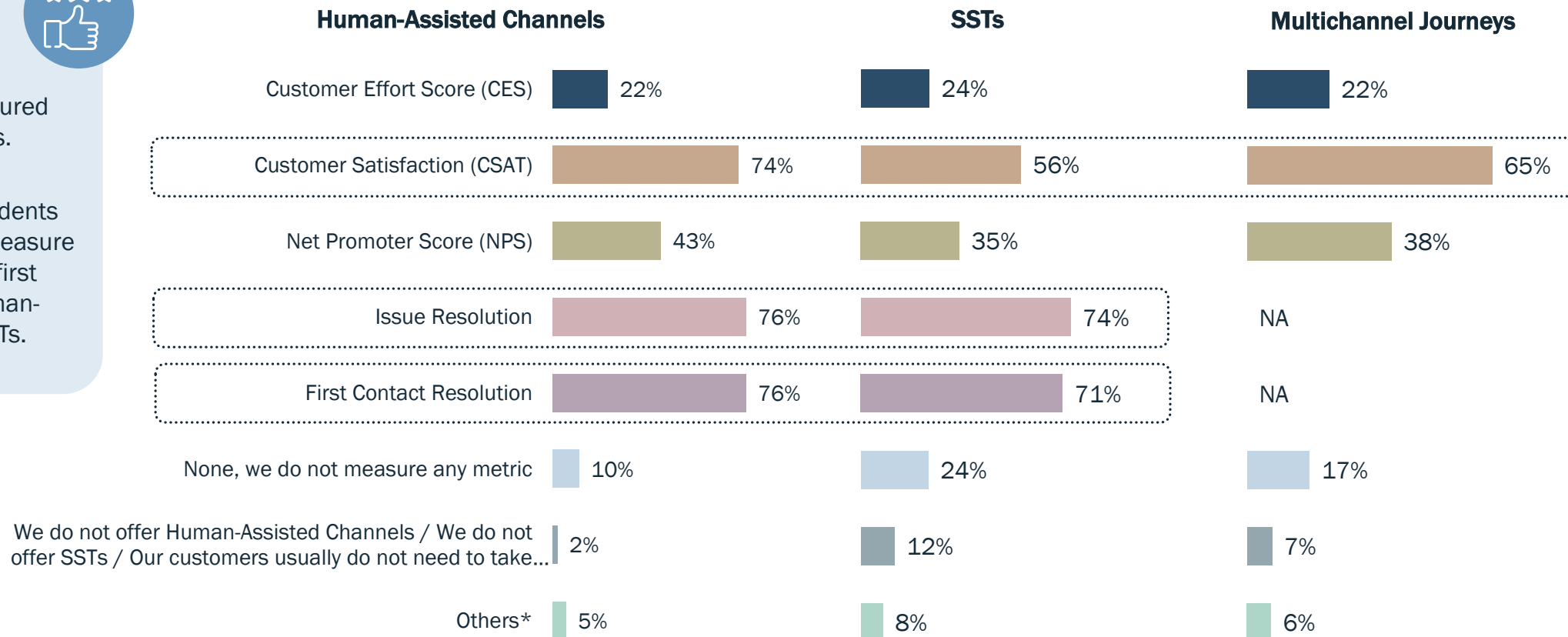
Measuring Customer Experience | Metrics and KPIs

Which of the following customer experience metrics do you actively measure and report on for human-assisted channels / self-service technologies (SSTs) / multichannel journeys?



Customer Satisfaction is the most commonly measured CX metric across channels.

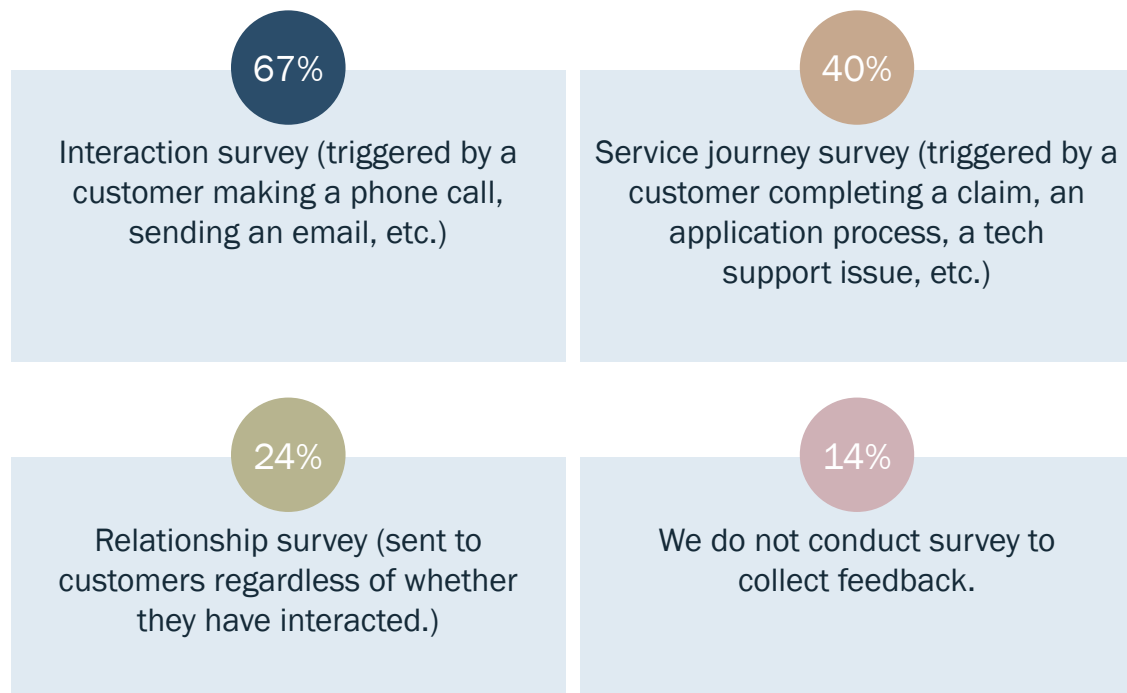
More than 70% of respondents said their organizations measure issue resolution rate and first contact resolution for human-assisted channels and SSTs.



* Others include Critical Errors, Return Visit Satisfaction, Effective Close Rate, etc.

Measuring Customer Experience | Gathering Feedback – Types and Timing

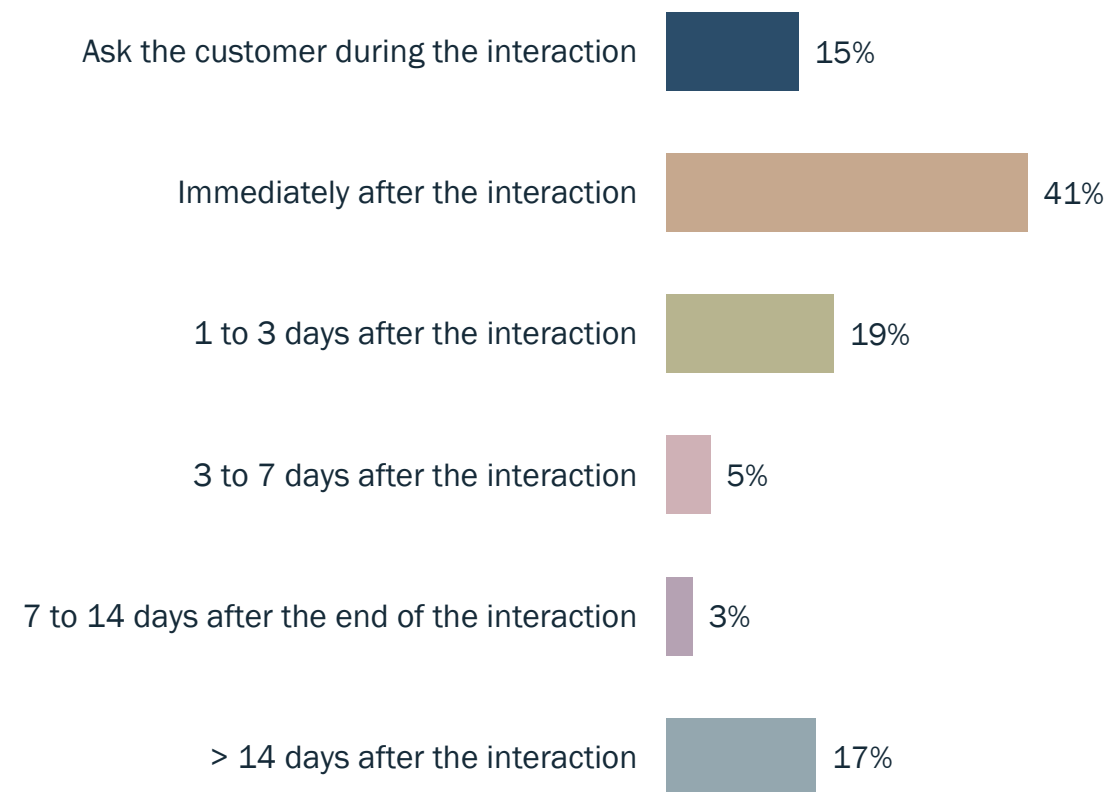
Which of the following survey types does your organization use to collect feedback from customers? (Select all that apply)



17% of respondents stated they collect the feedback > 14 days after the interaction with the customer.

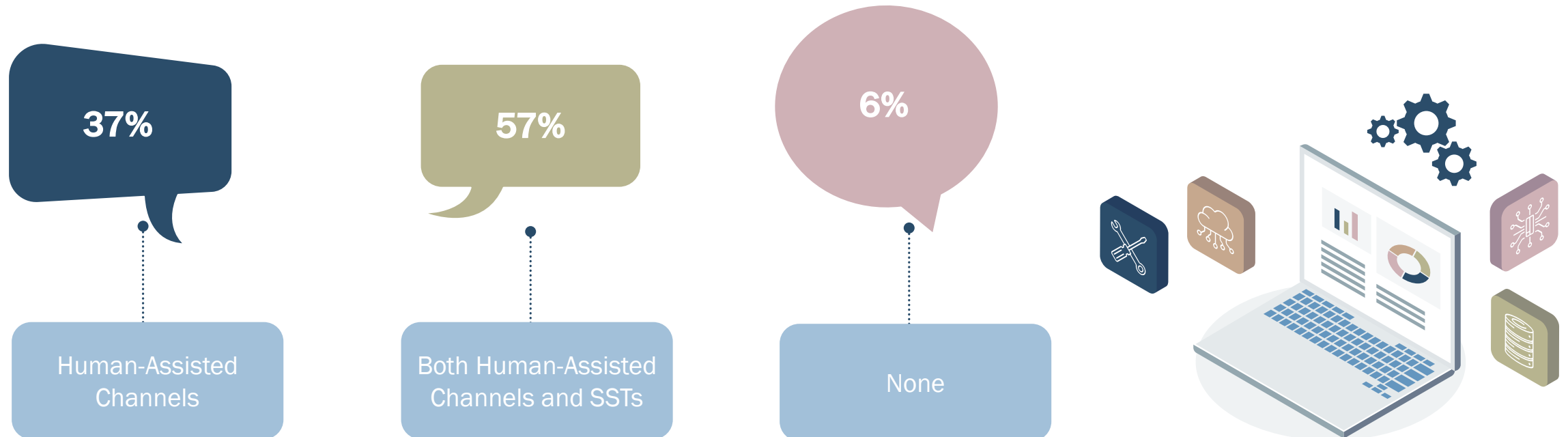
Interaction surveys are the most popular method of collecting feedback among organizations.

How long after an interaction (e.g., call, email, etc.) do you survey customers about their experience?



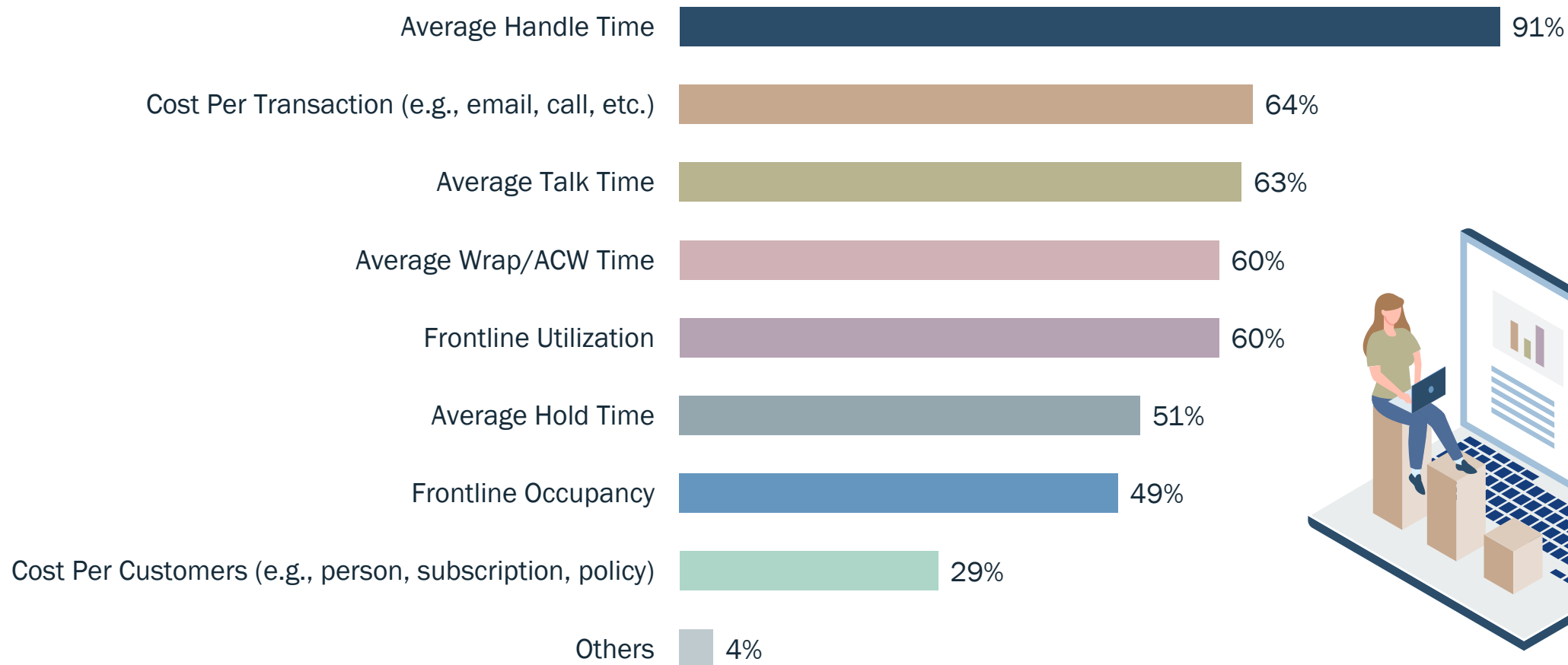
Measuring Cost of Delivery

For which of the following channels does your organization measure the overall cost of service delivery?



Some More Performance Indicators...

Which of the following efficiency/costs metrics do you actively measure and report on? (Select all that apply.)



06

Conclusion



Conclusion

Customer service is the direct connection between an organization and its customers. Providing top-notch customer service retains customers, increases loyalty and extracts added value so businesses can recoup customer acquisition costs. Exceptional customer service relies on the proper channels to help cultivate a loyal following that refers new customers and grows the business. While human-assisted channels are here to stay, a growing number of customers are adopting self-service tools.

These findings highlight where the corporate understanding of customer channel preferences differs. Acknowledging and bridging these understanding gaps is essential to design effective customer solutions.

01

Most (80%) of corporate respondents stated that more than 20% of their customers take a multichannel journey to resolve a single customer care issue, while 82% of customers reported multichannel journeys.

Often, issue complexity or process design forces customers into multichannel journeys. Organizations forcing customers into multichannel journeys results in lower satisfaction.

02

We have enough data to establish that resolution is highly correlated to all of the most commonly used CX metrics and is central to customer satisfaction.*

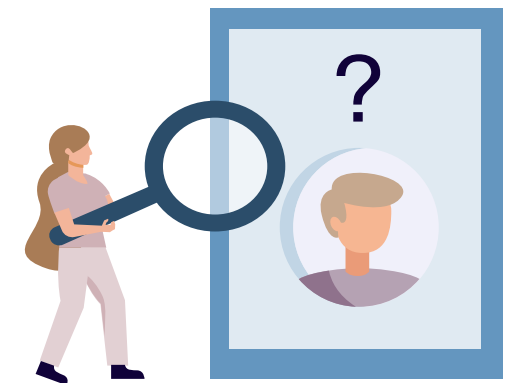
High-performance organizations place a great deal of importance on increasing issue resolution. However, one-quarter of corporate respondents stated that their organizations do not capture issue resolution rates.

*COPC Inc. 2022, Global Benchmarking Series, *Customer Experience Understanding & Strategy*

03

While preferences are shifting toward SSTs, human-assisted channels are here to stay. While the adoption of SSTs is increasing, they are still far from replacing most of the traffic for human-assisted channels.

The data shows that the proportion of multichannel journeys that end in SSTs are much lower than those that started in SSTs. Customers are unable to resolve many of their issues via SST.



07

Respondent Profile

Respondent Profile – Corporate
Corporate Segment – Methodology

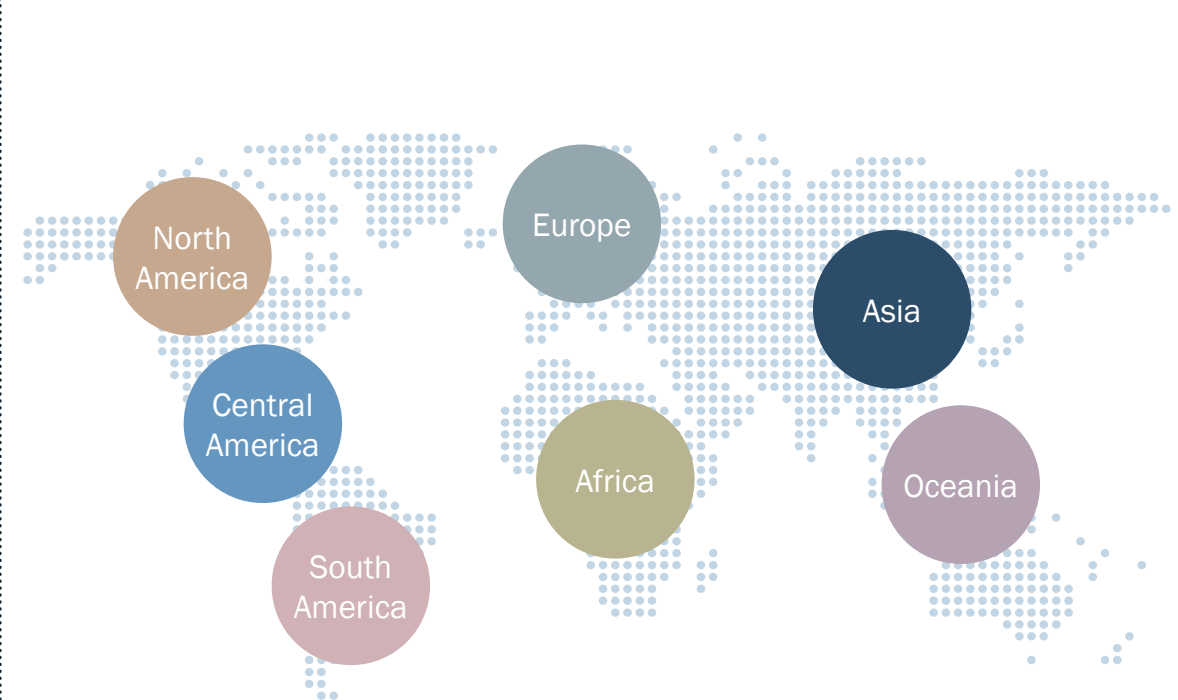
Respondent Profile – Corporate

Survey respondents included representatives from both in-house contact centers and OSPs

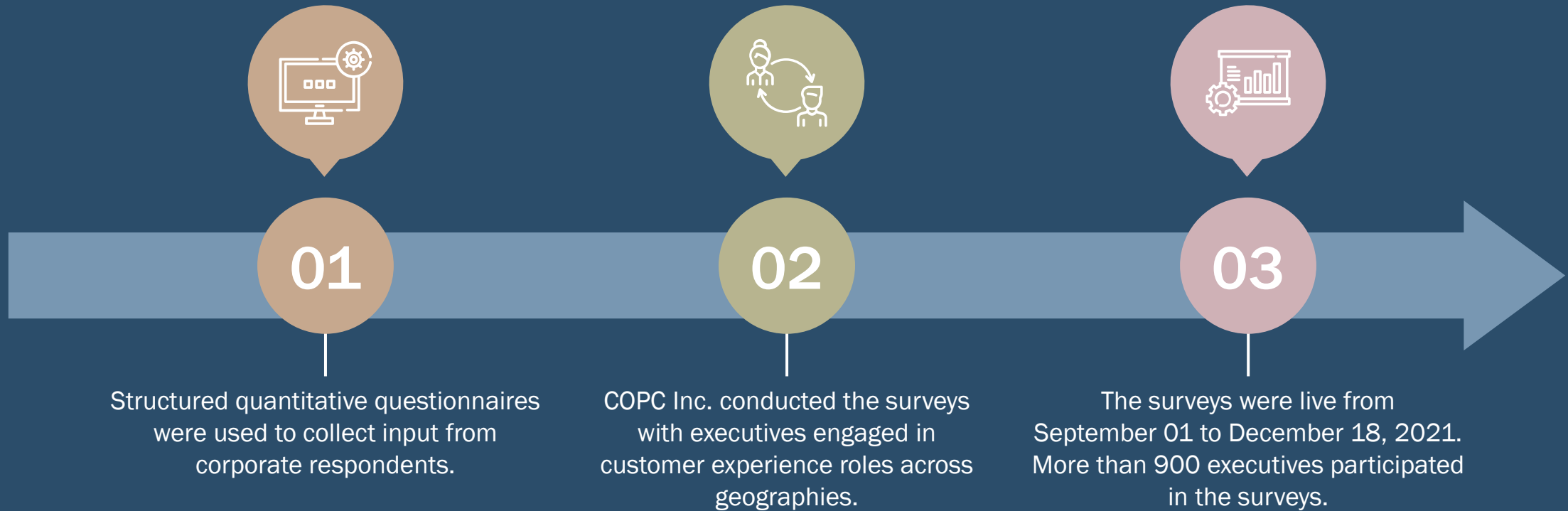
Industries represented include:



Contact Centers' locations for respondent organizations include:



Corporate Segment – Methodology



Who We Are

Who We Are

COPC Inc. provides consulting, training, certification, benchmarking and research for operations that support the customer experience. The company created the COPC Standards, a collection of performance management systems for customer experience operations, customer experience management, vendor management and procurement. Founded in 1996, COPC Inc. began by helping call centers improve their performance. Today, the company is an innovative global leader that empowers organizations to optimize operations for the delivery of a superior service journey. COPC Inc. is headquartered in Winter Park, FL, U.S. and with operations in Europe, Middle East, Africa, Asia Pacific, Latin America, India and Japan.

To learn more about COPC Inc., visit www.copc.com.

