CFI Group
CLAES FORNELL INTERNATIONAL

CONTACT CENTER SATISFACTION INDEX (CCSI)

REPORT | 2020

Managing the Entire Customer Experience

CONTENTS

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.[1] 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

CFI GROUP SOLUTIONS FOR BUSINESS

SHERI PETRAS
CEO
Sheri manages offices across 4 continents from the CFI Group world headquarters in Ann Arbor, Michigan.

KELLY STALLARD
Program Director, Public Sector
Kelly manages CFI Group's practice for Citizen Satisfaction, Website Satisfaction, and Contact Center Satisfaction for public sector clients.

DAVE HAM
Program Director, Public Sector
David works with the Veterans Administration and other public sector clients to help measure and manage citizen and employee experience.
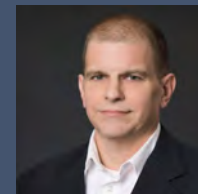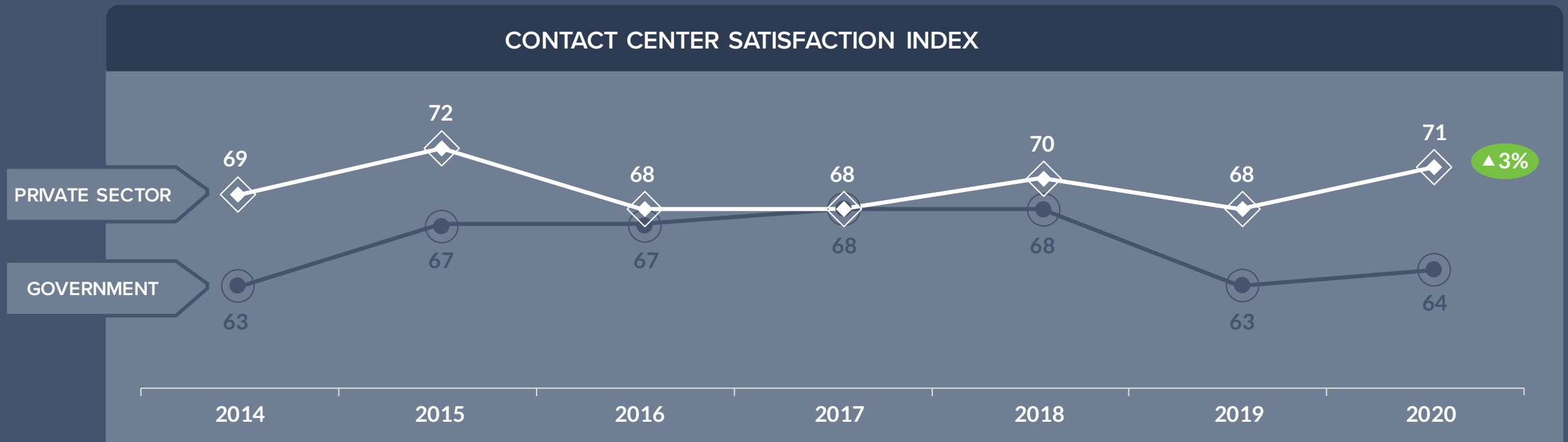
RODGER PARK
Director of Customer Analytics
Rodger manages accounts in the public/military sector as well as others in both consumer and business-to-business contexts.

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.

CONTACT CENTER SATISFACTION INDEX

	2014	2015	2016	2017	2018	2019	2020
PRIVATE SECTOR	69	72	68	68	70	68	71 ▲3%
GOVERNMENT	63	67	67	68	68	63	64

* See full GCCSI Report at https://cfigroup.com/resource-item/gccsi-2020/

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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

2019 SCORE		2020 SCORE	SATISFACTION DRIVERS	KEY MEASURES		
80	▲2%	82	AGENT DEMEANOR	Courteousness	Friendliness	Professionalism
78	▲3%	81	AGENT COMMUNICATION	Speaking/writing clearly	Explaining things in a way that is easy to understand	Using words that are easy to understand
74	▲2%	76	AGENT KNOWLEDGE	Ability to answer your questions in a timely manner	Ability to understand your situation	Ability to provide accurate information
72	▲2%	74	AGENT EFFECTIVENESS	Ability to answer your questions in a timely manner	Helping you find the information you need	Speaking/writing clearly
69	▲3%	72	AGENT EMPOWERMENT	Policies that make sense	Ability to offer a product or solution tailored to your situation	Being empowered to address your issue
52	0%	52	IVR SYSTEM	Ease of accessing information	Degree to which information met needs	Order of the menu options

1 **PRE-CONTACT:** The Digital Experience

CUSTOMERS TRY TO RESOLVE AN ISSUE BEFORE CONTACTING SERVICE

FREQUENCY OF TRYING TO RESOLVE ISSUES BEFORE CONTACTING CUSTOMER SERVICE

Always **32%**

Most of the time **34%**

Some of the time **26%**

Never **8%**
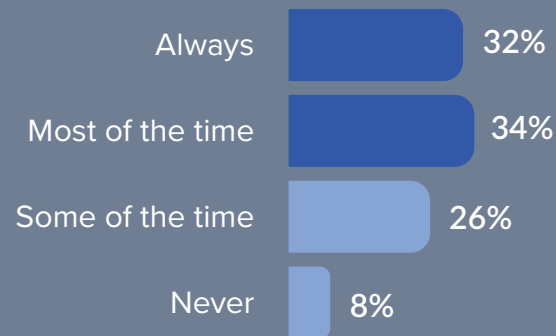
Before reaching out to customer service, most customers have tried resolving their issue on their own. Our study shows that roughly one out of three (32%) always try to resolve their issue before reaching out to customer service, and another third (34%) say they do so most of the time. This moment when 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

42% Company Website

19% Company Mobile App

7% Other Website

4% Other

41% Did Not Try and Resolve
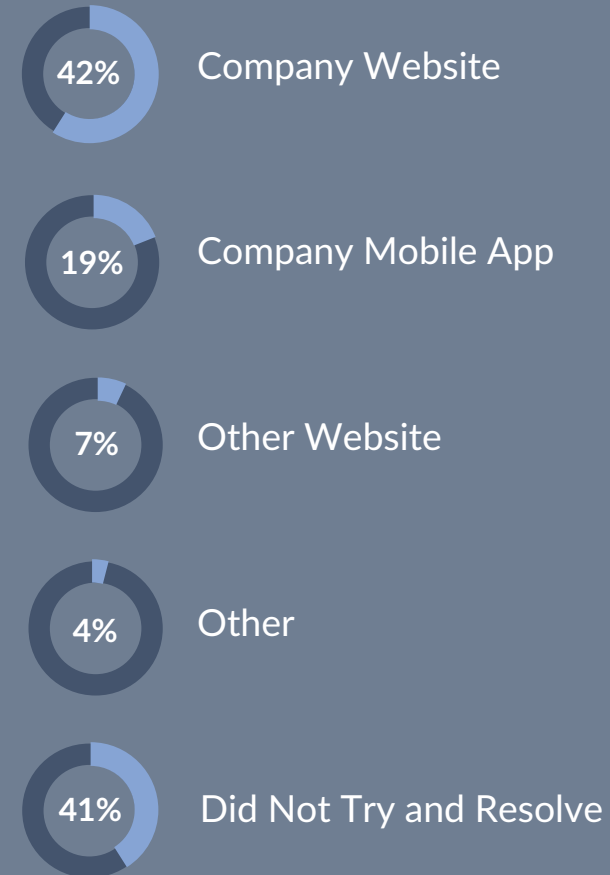
* Multiple responses allowed

MOBILE DEVICES ARE USED ROUGHLY HALF THE TIME TO VISIT COMPANY SITES

DEVICES USED TO VISIT THE COMPANY WEBSITE

Mobile Phone — 48%
Laptop — 38%
Desktop — 34%
Tablet — 15%
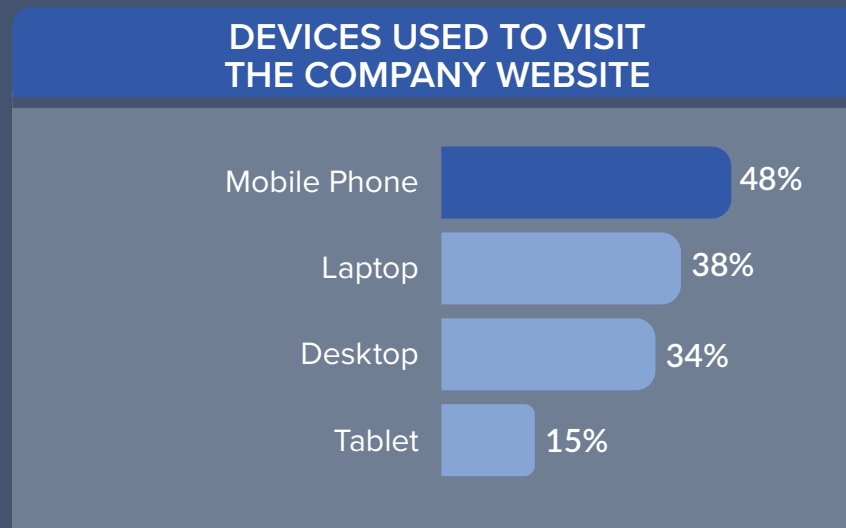
Almost half (48%) of all website visits prior to contacting customer service are done so with a mobile device. Providing access to mobile-friendly resources to solve common customer problems can greatly reduce the overall contact center workload.

2 **CONTACT:** The Agent Experience

PHONE CALLS REMAIN THE PREFERRED CUSTOMER SERVICE CHANNEL

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.
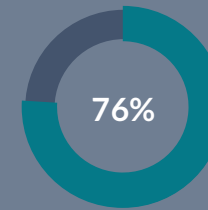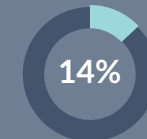
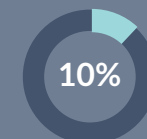**76%** Contacted Customer Service by Calling on the Phone

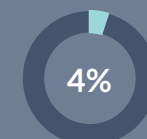**OTHER METHODS CUSTOMERS TRIED TO CONTACT CUSTOMER SERVICE**

20% Email
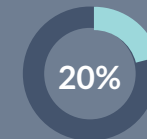
14% Interactive (Online) Chat

10% Online Contact Form

4% Facebook
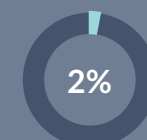
2% Twitter

* Multiple responses allowed

PHONE CALL CUSTOMER EXPERIENCE

FIRST AGENT RESOLUTION

CCSI

	1 Agent	2 Agents	3+ Agents
CCSI	80	65	36
%	63%	28%	9%

FIRST CALL RESOLUTION

CCSI

	First	Second	Third	Fourth+	Not resolved
CCSI	82	65	56	45	29
%	60%	21%	9%	4%	7%

CALL HANDLE TIME

CCSI

	1-5 min	6-10min	11-15 min	16-20 min	21-30 min	> 30 min
CCSI	81	80	73	74	66	47
%	17%	25%	16%	13%	12%	17%
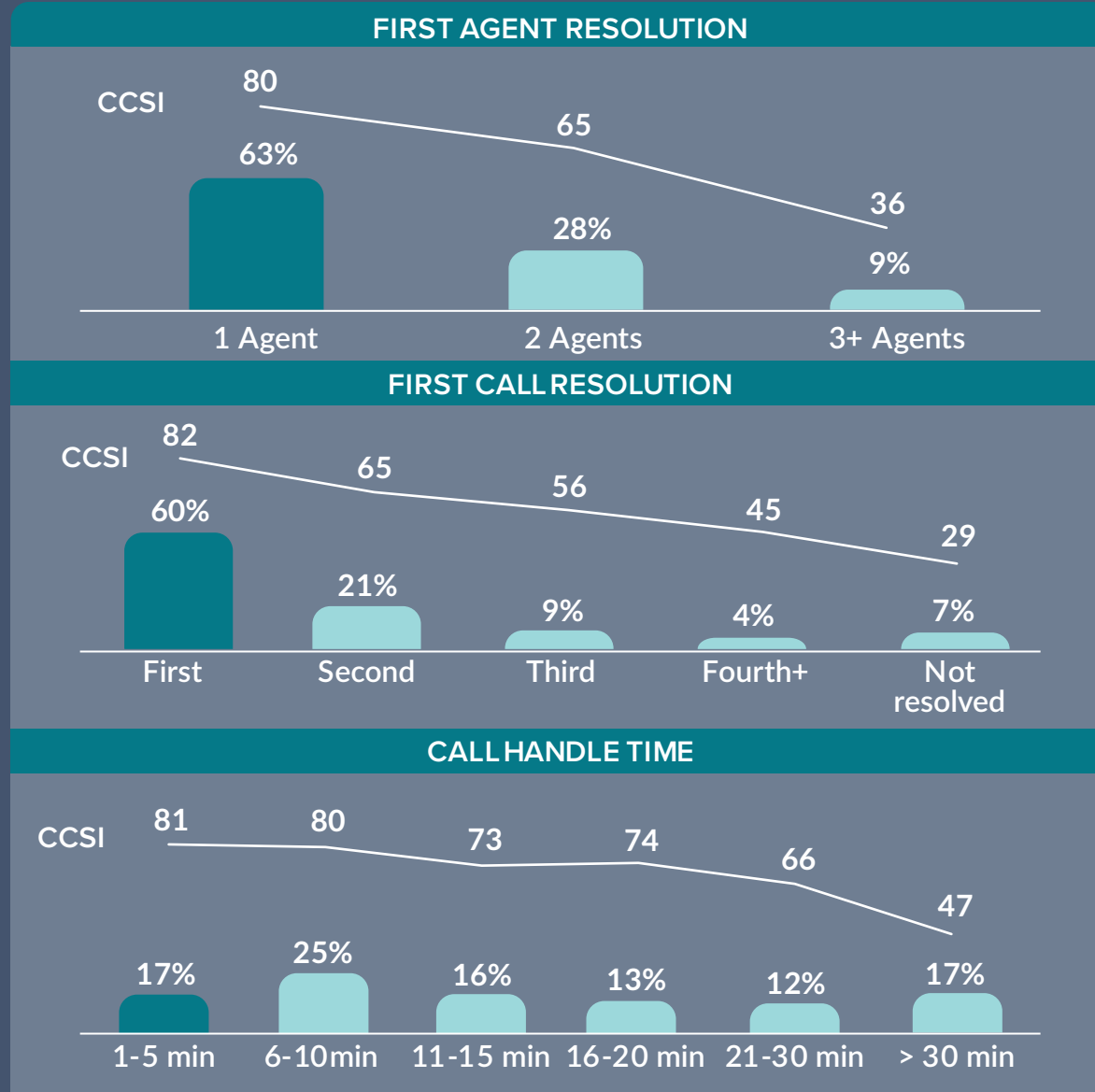
The key to a successful customer service call is having agents who are effective and empowered by the organization to make decisions when trying to solve customer issues. Effective and empowered agents can deliver on three key metrics: first agent resolution, first call resolution, and low call handle 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 requires 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.
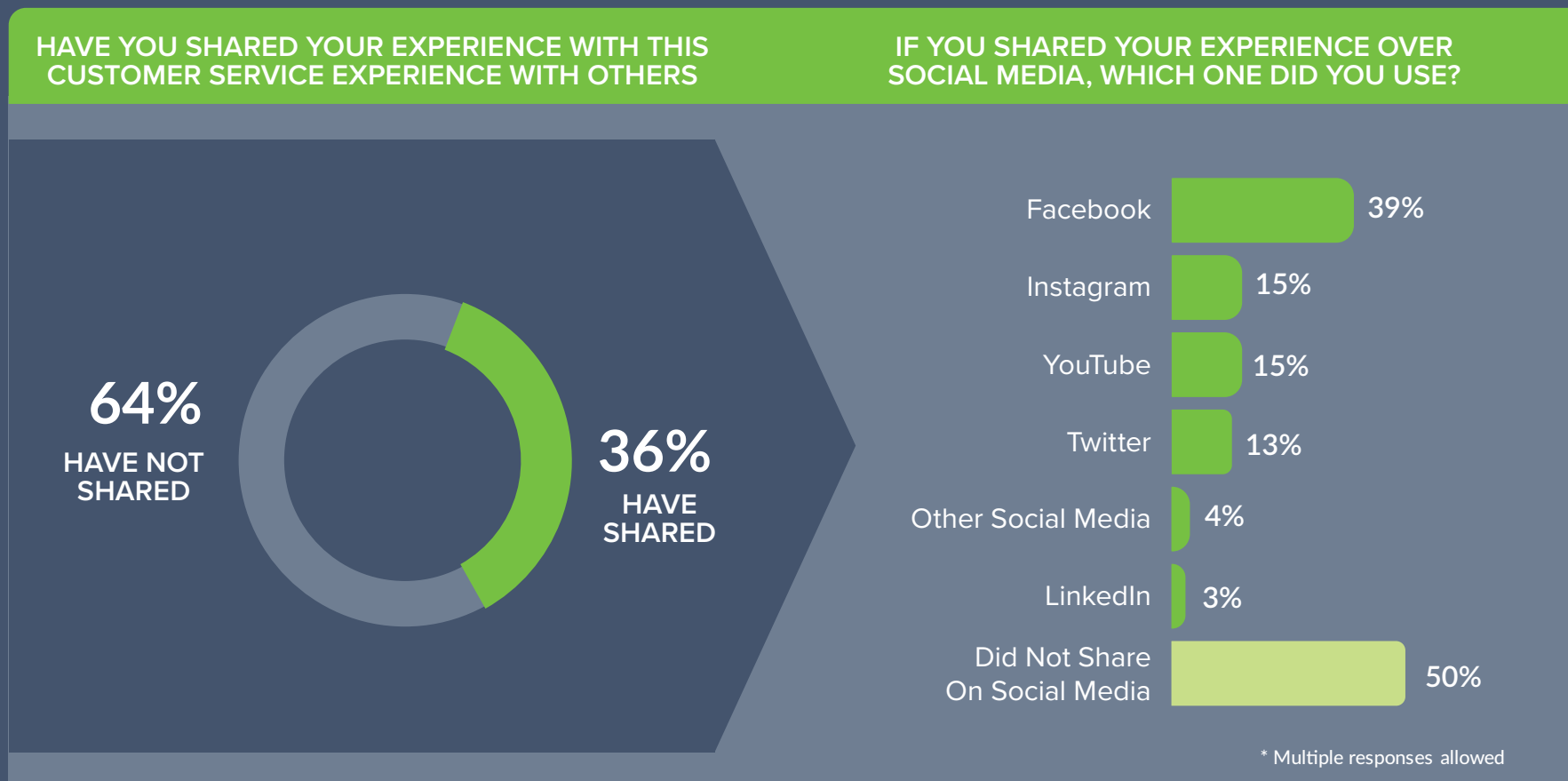
3 POST-CONTACT: The Social Experience

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

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

64%
HAVE NOT SHARED

36%
HAVE SHARED

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 **cfigroup.com** or contact:

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