

# CONTACT CENTER SATISFACTION INDEX (CCSI)

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REPORT | 2019



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# INTRODUCTION

Contact center agents are now more important than ever. Customers who speak directly with an agent are 27% more satisfied than customers who first reach an IVR system.

Innovations in technology and integration of systems has enabled contact center managers to leverage company websites, mobile apps, and other digital properties to help customers answer simple questions while lowering operational costs. But it is skilled agents empowered to solve customer problems that is the key driver of customer satisfaction with the contact center.

With the increased complexity of customer service journeys, contact center managers must optimize resources by implementing digital tools to handle simpler customer service tasks while also enabling easier customer access to agents.

The CFI Group Contact Center Satisfaction Index (CCSI) 2019 shows a slight dip in customer satisfaction. This report, based on a panel of 1,832 customers who recently contacted customer service, explores the complexity of the customer service journey for customers, and identifies three areas of opportunity:

- 1 Empowering Agents to Solve Customer Problems
- 2 Designing Better IVR Flow to Reach Agents
- 3 Making Chat Available for Mobile Devices

To effectively monitor the effects of improvements in these areas, contact center managers need to implement rigorous data measuring and modeling systems across the entire customer service journey.

## CFI GROUP SOLUTIONS FOR BUSINESS



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CEO

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



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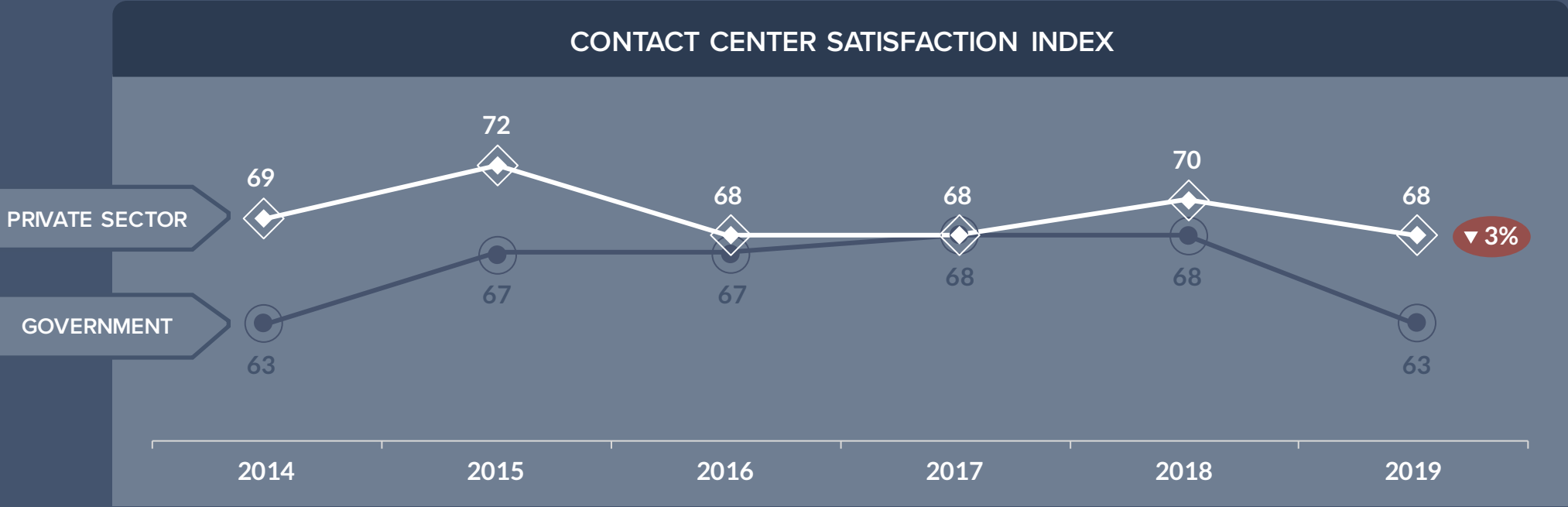


# CX AND THE CUSTOMER SERVICE JOURNEY

# CUSTOMER SATISFACTION WITH THE CONTACT CENTER EXPERIENCE IS DOWN

Contact Center Satisfaction Index (CCSI) is 68, as measured on a 0-100 scale, back down 3% from 2018. This study involved a panel of 1,832 respondents who had contacted customer service in the prior 30 days.

Private sector CCSI historically has run a few points higher than the public sector. The gap closed in 2016, but has now broadened again in 2018 and 2019. This report looks at factors that influence the satisfaction of customers contacting customer service and provides executives with insights into where to invest to improve satisfaction.

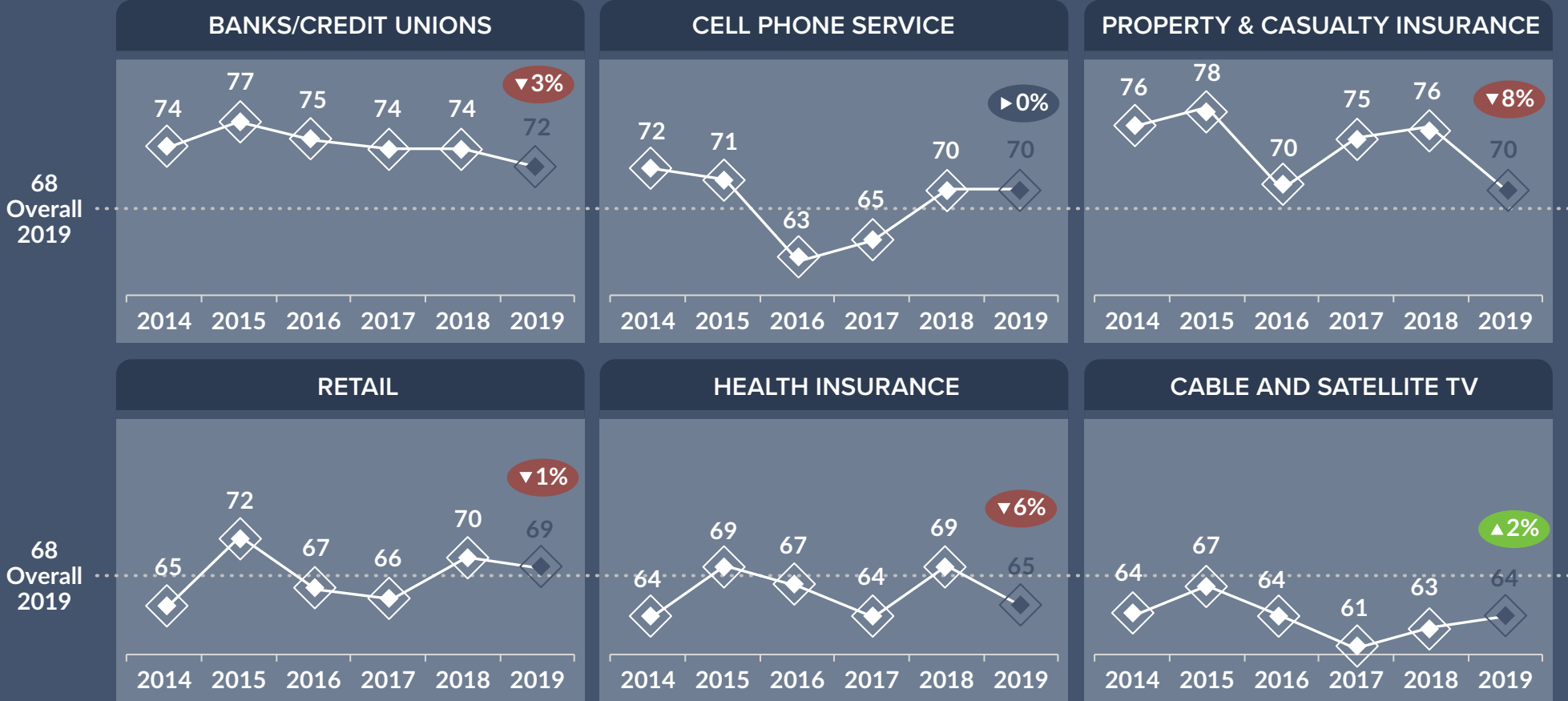


Source: See full GCCSI Report at <https://cfigroup.com/resource-item/gccsi-2019/>

# CONTACT CENTER SATISFACTION REMAINS MODEST ACROSS INDUSTRIES







Banks/credit unions have seen a steady decline over the past 4 years. Cell phone service providers have been improving but held steady from last year. Property and casualty insurance providers drop a full 8%, likely influenced by the multiple US natural disasters

occurring in 2018. Retail is down only slightly from last year, while health insurance fell 6%, in part due to changes and uncertainty in health insurance premiums and coverage. Cable or satellite TV inched up but remains low.



# CONTACT CENTERS MUST IMPROVE THE CUSTOMER EXPERIENCE

To improve customer satisfaction with the contact center experience and influence 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					
2018 SCORE	2019 SCORE	SATISFACTION DRIVERS	KEY MEASURES		
82	▼2% 80	 AGENT DEMEANOR	Courteousness	Friendliness	Professionalism
80	▼3% 78	 AGENT COMMUNICATION	Speaking/writing clearly	Explaining things in a way that is easy to understand	Using words that are easy to understand
76	▼3% 74	 AGENT KNOWLEDGE	Ability to answer your questions in a timely manner	Ability to understand your situation	Ability to provide accurate information
74	▼3% 72	 AGENT EFFECTIVENESS	Ability to answer your questions in a timely manner	Helping you find the information you need	Speaking/writing clearly
72	▼4% 69	 AGENT EMPOWERMENT	Policies that make sense	Ability to offer a product or solution tailored to your situation	Being empowered to address your issue
56	▼7% 52	 IVR SYSTEM	Ease of accessing information	Degree to which information met needs	Order of the menu options

# DATA MODELING SHOWS HOW SATISFACTION DRIVERS IMPACT CUSTOMER ACTIONS

Scores alone will not tell you where to invest in contact center improvements. Only by modeling the customer experience data can contact center executives effectively prioritize initiatives that will impact desired customer actions.

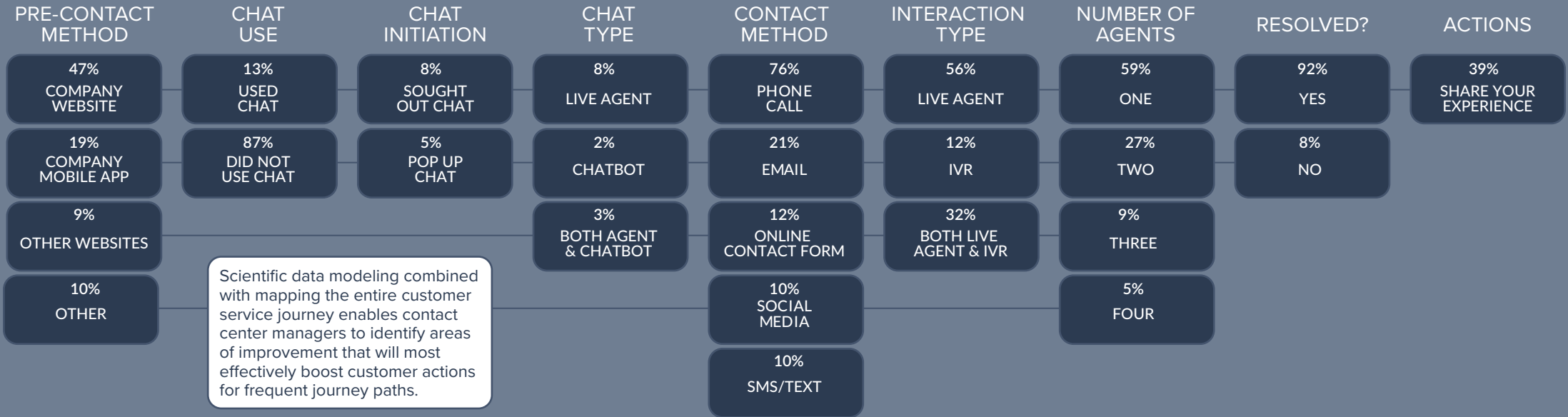


Click to hear  
Dr. Claes Fornell explain  
customer data modeling



# MAPPING AND MODELING THE CUSTOMER SERVICE EXPERIENCE

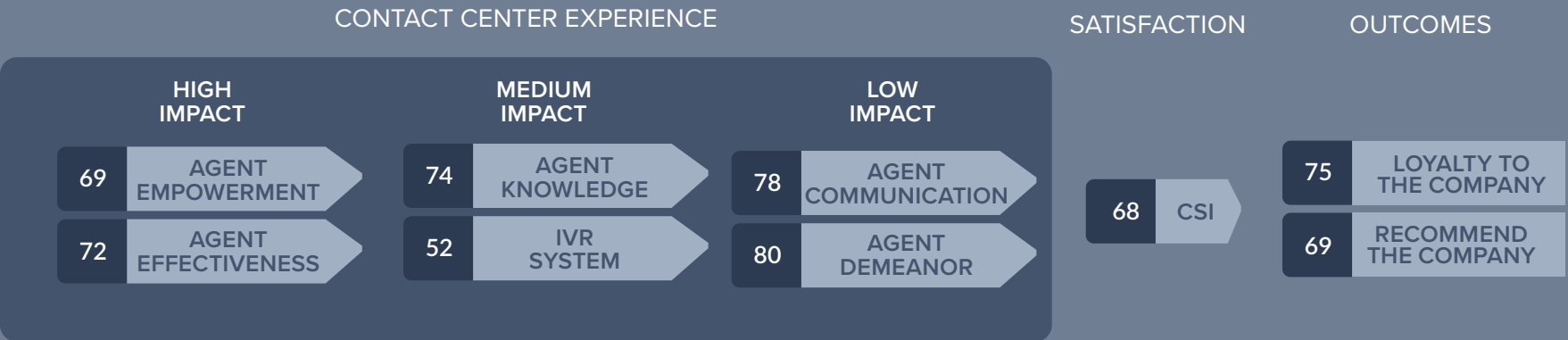
MAPPING THE JOURNEY




MODELING THE JOURNEY



Click to hear CEO Sheri Petras discuss measuring contact center customer satisfaction





**+27%** THOSE WHO SPEAK  
DIRECTLY WITH AN AGENT  
ARE MORE SATISFIED  
THAN THOSE WHO FIRST  
REACH AN IVR

1

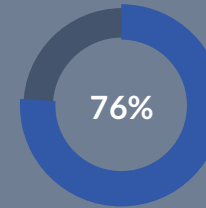
**THREE AREAS FOR IMPROVING THE CUSTOMER SERVICE JOURNEY**  
EMPOWERING AGENTS TO SOLVE CUSTOMER PROBLEMS

# PHONE CALLS REMAIN THE PREFERRED CUSTOMER SERVICE CHANNEL

Voice phone calls still dominate as the customer's channel of choice. A full 76% of customers who contact customer service do so over the phone.

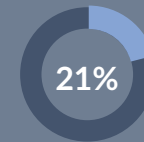
It does not mean that contact centers should neglect other channels. 21% use email, with ever-increasing expectations on reply times. 13% use online chat, a number that we expect to continue to grow in 2019. Similar to online chat are the 12% who connect using an online contact form, though the communications delay with contact forms poses a problem as customers seek real-time customer service.

Social media continues to grow as a channel viewed as a mechanism for interacting with customer service. We now see 5% of customers contact customer service through Facebook (3% in 2018), while 3% give Twitter a try (2% in 2018). We expect these channels to continue to grow as contact centers increasingly make social media a standard customer service engagement platform.

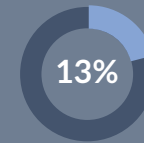


Contact Customer Service by Calling on the Phone

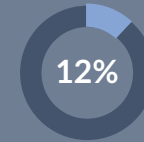
## OTHER METHODS CUSTOMERS USE TO TRY TO CONTACT CUSTOMER SERVICE



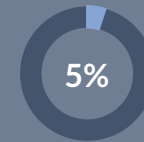
Email



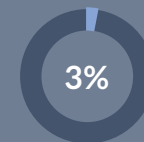
Interactive (Online) Chat



Online Contact Form



Facebook



Twitter

\* Multiple responses allowed

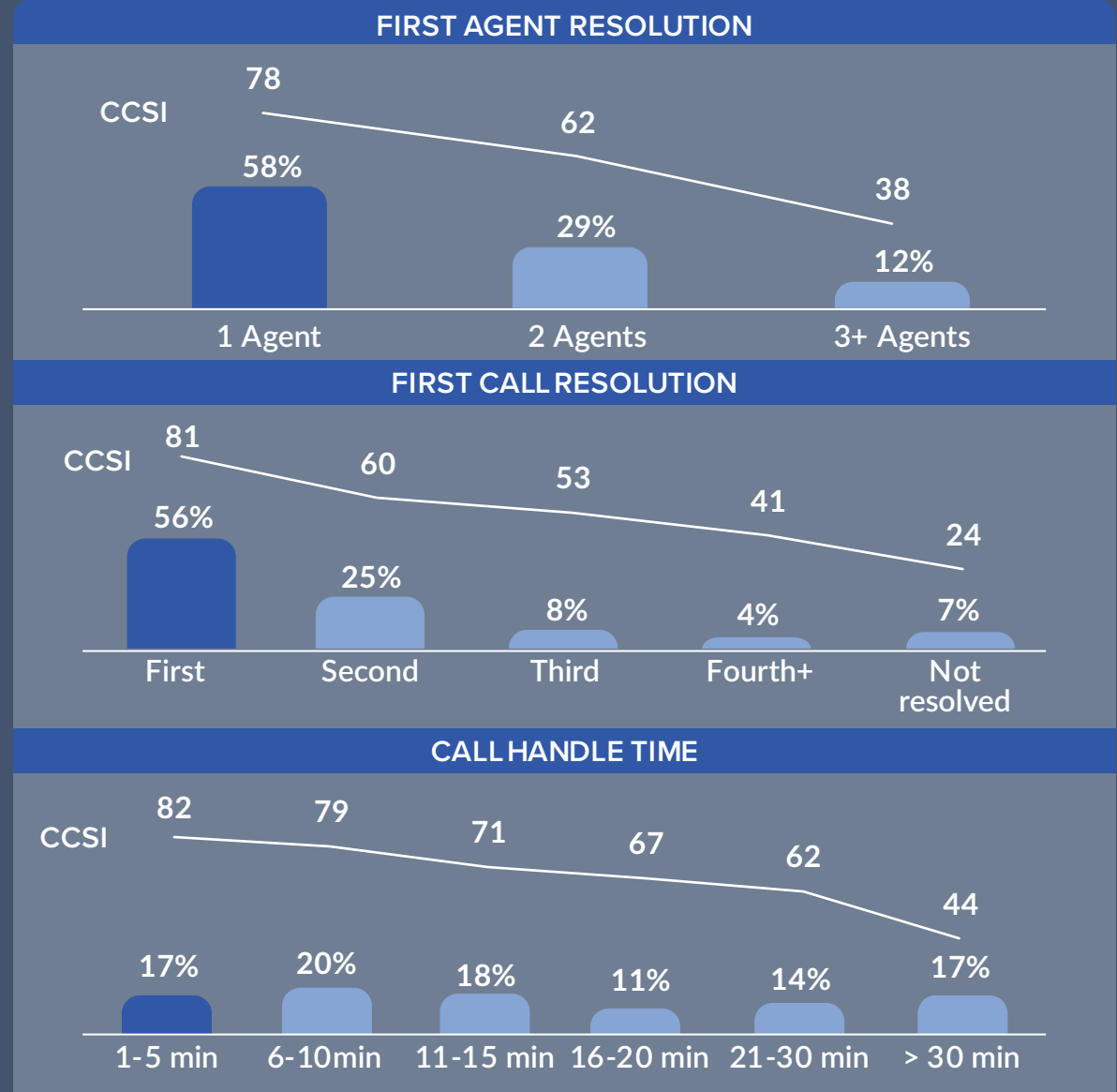
# EMPOWERED AGENTS LEAD TO A GREAT CUSTOMER EXPERIENCE

The key to a successful customer service call is having agents who are empowered by the organization to make decisions when trying to solve customer issues. Empowered agents have the authority to deliver on key metrics: first agent resolution, first call resolution, and low call handle time are critical for ensuring a great contact center experience.

**FIRST AGENT RESOLUTION** – 58% of callers say the issue is resolved with the first agent, resulting in a CCSI of 78. CCSI falls as the number of agents needed to resolve the issue increases.

**FIRST CALL RESOLUTION** – 56% of callers say that the issue is resolved the first time, with an average CCSI of 81. CCSI dips as the issues requires multiple contacts.

**CALL HANDLE TIME** – 17% of callers say the contact was handled in 5 minutes or less, with a CCSI of 82. Another 20% of all calls are handled within 6-10 minutes, with CCSI at 79. After 10 minutes, CCSI begins to drop sharply.







**44%** REACH A VERSION OF  
IVR WHEN THEY CALL  
CUSTOMER SERVICE

2

**THREE AREAS FOR IMPROVING THE CUSTOMER SERVICE JOURNEY**  
DESIGNING BETTER IVR FLOW TO REACH AGENTS



# CUSTOMERS DON'T WANT TO SELF SERVE WHEN CALLING

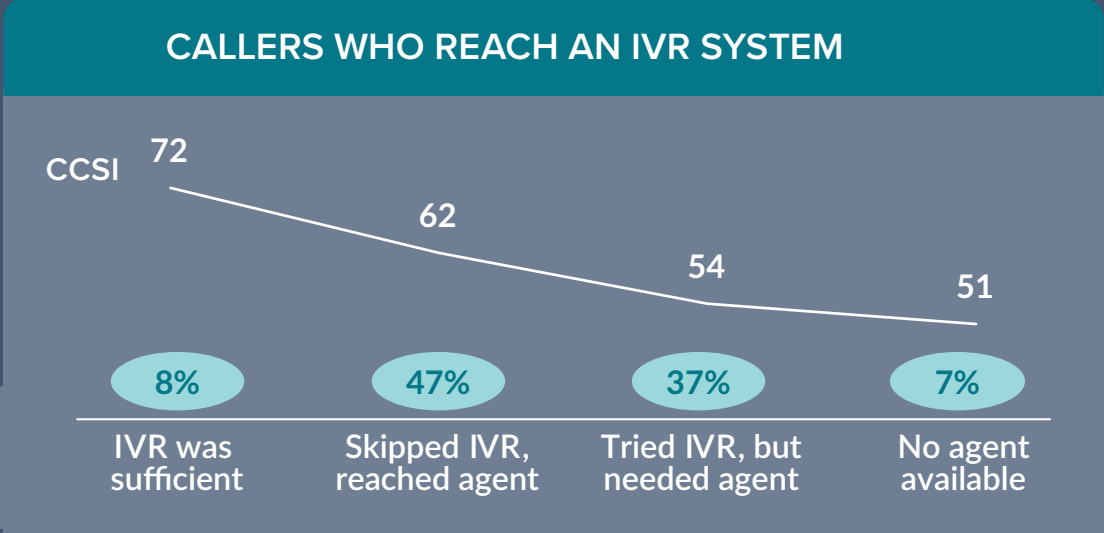
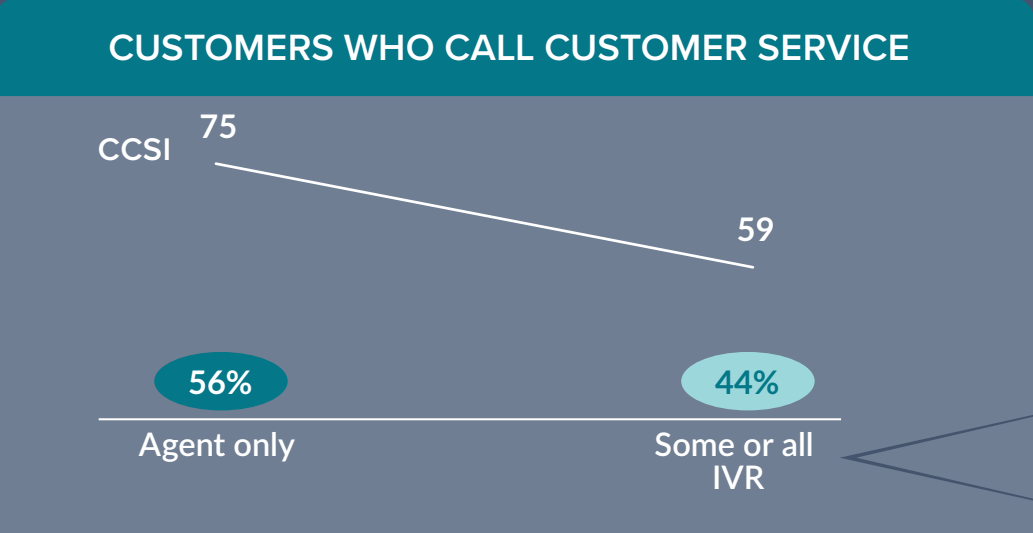
By the time customers call customer service, most have already tried to self serve using a digital property. By the time they call customer service, they are no longer looking to self serve; they want to speak with a live agent who can help them quickly.

Contact centers are adjusting and making agents available. This year 56% of callers reach an agent right away, compared to 45% last year. CCSI is 75 for callers who get connected directly to an agent, compared to the low 59 for the 44% who reach an IVR, due in part to the effort required to get past the IVR and get to a live person.

For the select few callers who reach an IVR and say the IVR alone was sufficient to answer their issue, CCSI is 72. This high score applies to just 8% of all callers who reach an IVR, but that's up from 4% in 2018.

A high 47% of all callers who reach an IVR just skip right past it making no attempt to use it. The CCSI for this group is 62, above the 54 for 37% who try to navigate the IVR but have to speak to an agent to resolve the issue.

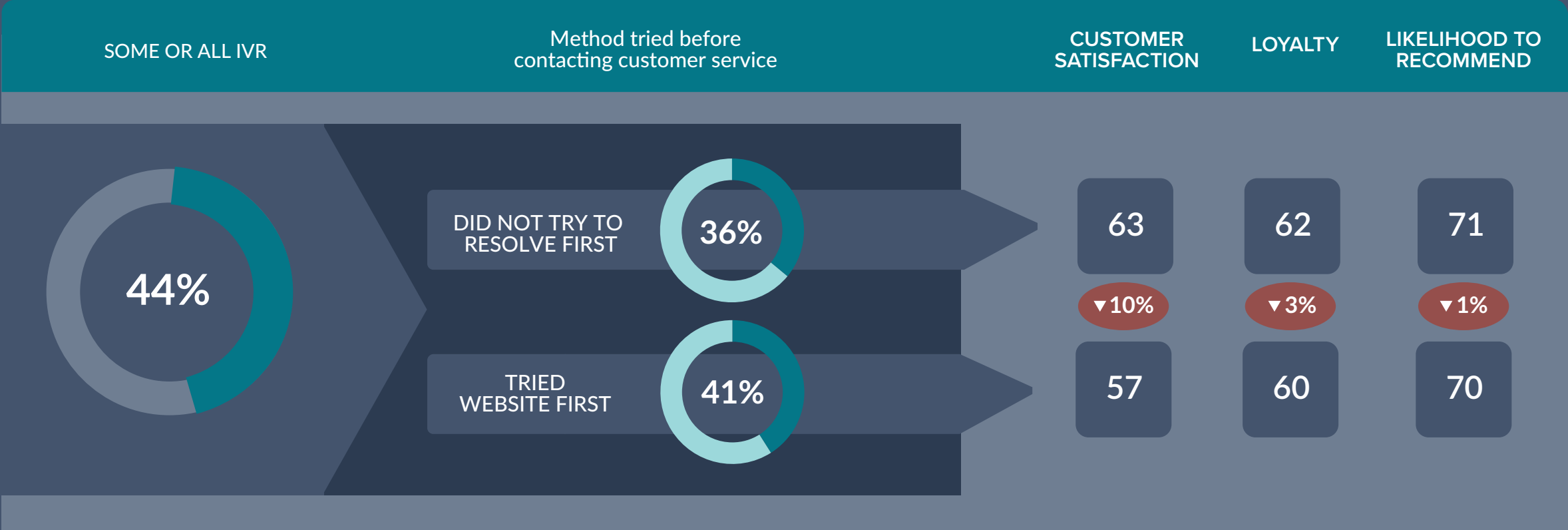
Recall that many of these customers were unable to solve their problems with digital properties. By the time customers call customer service, they need an easier way to get to an agent.



# CUSTOMERS WHO CANNOT SELF SERVE GET FRUSTRATED WITH IVR

Of the 44% who run into an IVR, 41% try the company website to self serve, while 36% do not try any method at all prior to contacting customer service. It turns out that customers who have already tried to self serve on the company website are

less inclined to wade through the IVR flows. Customers who try the website are 10% less satisfied, 3% less loyal, and 1% less likely to recommend the company than are those who do not try any method prior to reaching out to the contact center.



A close-up photograph of a man with a beard and glasses, wearing a white dress shirt and a patterned tie. He is looking down at a smartphone held in his hands. The background is blurred, showing what appears to be an office or public space with other people and lights.

48%

OF THOSE WHO TRY THE  
COMPANY WEBSITE BEFORE  
CONTACTING CUSTOMER  
SERVICE USE A MOBILE DEVICE

3

**THREE AREAS FOR IMPROVING THE CUSTOMER SERVICE JOURNEY**  
MAKING CHAT AVAILABLE FOR MOBILE DEVICES

# ONLINE CHAT USERS ARE MORE SATISFIED THAN AVERAGE

For customers who contact customer service, 13% try using online chat, 65% of whom were actively looking for the chat function. Customers who use chat give higher scores for agents, have higher levels of satisfaction, show greater loyalty, and are more likely to recommend the company.

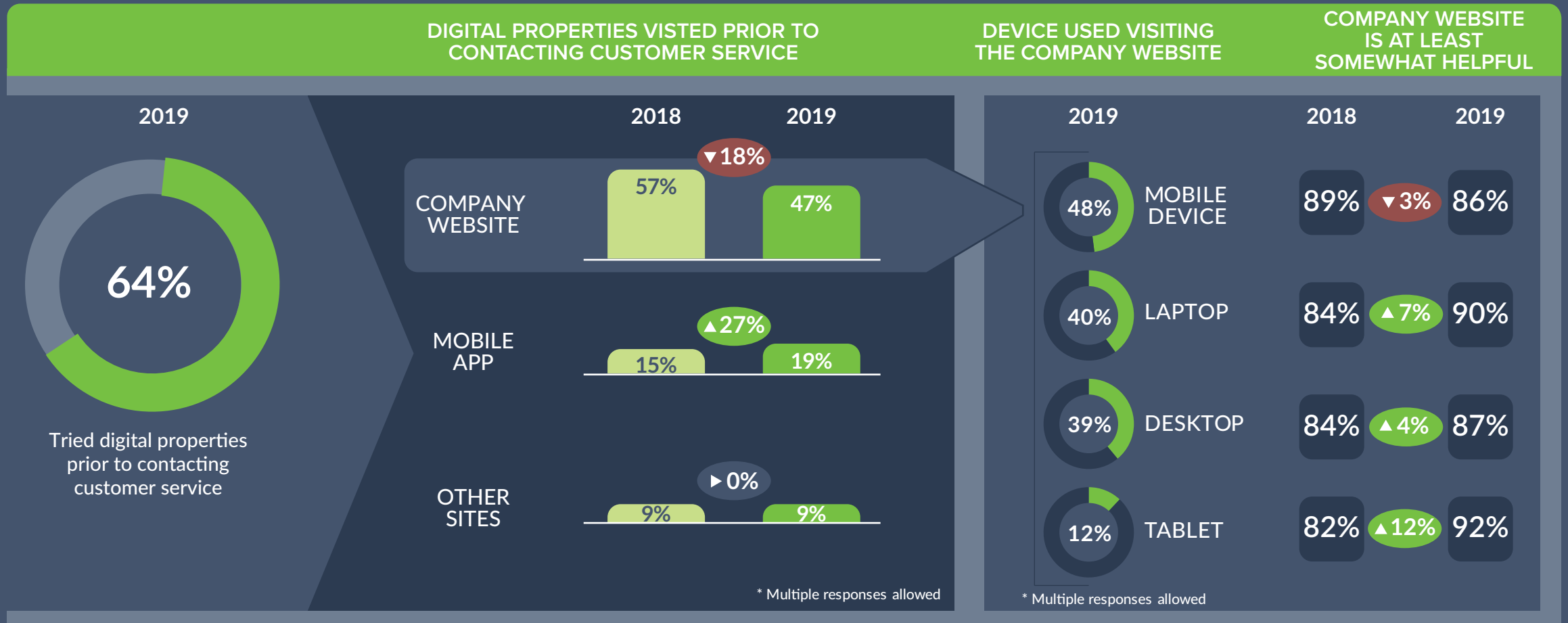
Chat is an effective tool for engaging customers early when they experience a problem. Making chat available on the website or through the mobile app provides customers with assistance precisely at the time when they are trying to work out a solution on a digital property.



# MANY CUSTOMERS TRY TO SELF-SERVE ON A WEBSITE USING A MOBILE DEVICE

Before contacting customer service, 64% of customers try solving their issue online or through a company app. Naturally, most try the company website. In 2019, more customers are using a mobile device (48%) when visiting the company website than a laptop (40%), desktop (39%), or tablet (12%).

But the percentage of mobile device visitors who say the website is at least somewhat helpful is down 3% from 2018. Executives need to prioritize the mobile device customer service journey on the company website.





# ABOUT THE APPROACH

Since 2007, CFI Group has conducted an extensive study of contact centers using the proven technology powered by our patented customization of the American Customer Satisfaction Index (ACSI). All 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 customer experience across the entire customer service journey.



Contact centers play a vital role in supporting and delivering 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
- Property and Casualty Insurance
- Health Insurance
- Retail

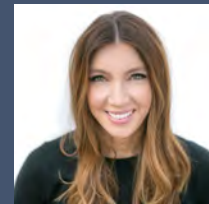
Within this select group, the range of functions the contact center must perform is far-reaching. Centers must provide technical support, give policy information, handle complaints, and potentially play countless other roles.

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

# ABOUT US

Since 1988, CFI Group has delivered 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.

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Kim works with agencies to develop solutions designed to help agencies better understand and manage their customers and employees. [Click here](#) to schedule a meeting to discuss how CFI Group might be able to help your agency.



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