



Using contact centre insights to elevate customer and colleague experience

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Supporting Partner

evaluagent 

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From data to insights to action

The contact centre is an organisation's richest source of information. Every day, countless interactions by customers and colleagues across multiple channels create detailed data trails. However, to realise their latent value data must lead to insights, and in turn insights are only as valuable as the improvements they inspire.

Historically, organisations lacked the awareness or the ability to make full use of the vast quantities of data they generated. That has changed almost out of all recognition in recent years, thanks to powerful and easy-to-use modern analytical tools. As capabilities have strengthened, so has recognition of the role that the contact centre plays in the data and insights ecosystem.

To understand how organisations are making use of their contact centre insights, CCMA conducted this research supported by evaluagent, informed by perspectives from industry leaders.

With thanks to

In January 2024 we spoke with 12 contact centre leaders representing a diverse mix of vertical markets and contact centre types, to explore the topic of data and insights. The CCMA and evaluagent extend their sincere thanks to these leaders for their generous participation in the study.

Emma Barr, NEC Director, Circle Health Group

Jen Blake, Head of UK Contact Centres, Likewise

Dale Bunting-Jones, Customer Insight Manager, Towergate Insurance

Andy Cook, Head of Colleague & Customer Success, AXA Health

Anthony Costigan, Senior Manager, BUPA Global

Marko Ivanovic, Head of Global Consumer Relations, Haleon

Tracy Kellaway, Exec Director Global Operations, Estée Lauder Companies

Matt Kelly, Senior Manager Business Insights, LEGO® Consumer & Shopper Engagement

Sarah Leff, Operations Director, Interact CC

Nikki Lidster, SME Operations Manager, Zurich Insurance

Laura Scott, COO, Dialect Communications

Michael Sherwood, Head of Brand and Experience, Atom Bank

Foreword by CCMA

As contact centre leaders we are privileged to be custodians of massive repositories of data, the volume and richness of which is only proliferating as new channels and journeys are introduced.

The ability to mine this treasure trove to understand customer and colleague behaviours, needs, wants and pain points is acknowledged as one of, if not the leading source of competitive advantage for organisations today. Being the epicentre of so much of an organisation's insights confers a great deal of the strategic importance on the contact centre. Uncovering these insights not only supports day-to-day operations, but plays a critical role in strategy as well.

Realising the full value of contact centre data and insights requires the right skills, infrastructure and culture. In this report you will learn from the experiences of others at various stages on their journey. Whether you're on the leading edge or just starting out, there will be something in here to inspire you.



Leigh Hopwood,
CEO,
CCMA | Call Centre Management Association

Foreword by evaluagent

We are living in a moment where there is more data available to us than ever before, and at a time when innovation in technology is making it accessible in a way we've never experienced. On a surface level, that's exciting. But dig a little deeper and it's easy to start getting overwhelmed.

Nowhere is that truer than in our contact centres. The heartbeat of every customer-centric organisation, the volume of data and insight available is a double-edged sword.

But now is the time to lean into that challenge and embrace the insight that only a well-run contact centre can offer.

The ideas offered in this research hopefully serve as inspiration and benchmarks for the art of the possible. The expertise featured is amazing and I think will really allow you to ask yourselves some key questions around knowledge gaps you might

have, or where you think you might not be fully tapping into as a source for actionable insight.

And at the heart of everything are two core groups of people: your customers and your colleagues. Surfacing and using the right data at the right time in the right way can set you on a path that will improve experiences for both of those groups – a win-win.

I hope this research gives you the comfort and confidence to challenge your status quo around the processes and tools you have in place now, and to ask yourselves: 'How can I serve these people even more effectively?'



James Marscheider,
Chief Commercial Officer,
evaluagent

Many types of data are collected in the contact centre

Every day, contact centres produce prodigious amounts of data, the various types of which are outlined as follows:

Customer interactions	<ul style="list-style-type: none"> • Voice calls • Text chat and online form submissions • Search terms • Social media posts
Quality Assurance (QA)	<ul style="list-style-type: none"> • Call monitoring and scoring • Other QA metrics e.g. First Call Resolution (FCR) and Average Handle Time (AHT), abandonment rate, transfer rate, speed of answer, wrap time
Operational data	<ul style="list-style-type: none"> • Demand volumes, reasons and patterns • Digital customer journey/path analysis • Service levels
People data	<ul style="list-style-type: none"> • Training results • Attrition • Occupancy and utilisation
Customer surveys	<ul style="list-style-type: none"> • Customer relationship surveys (e.g. RNPS) • Transactional surveys (following interaction) • Online reviews (e.g. Trustpilot) • App store ratings • Observational data e.g. online user testing, eye tracking • Mystery shopping/mystery calls
Colleague surveys	<ul style="list-style-type: none"> • Advisor feedback following contact interactions • Staff surveys and feedback

Some types of data are inherently structured, are easily counted and require no further analysis or explanation to be immediately useful. Examples of structured data include satisfaction ratings, FCR, AHT and most types of operational data. Key performance indicators (KPIs) are often made up of such self-explanatory data.

Other types of data are less structured, requiring processing before they can be effectively interpreted. Verbatim comments in Voice of Customer (VoC) surveys and social media posts are examples of unstructured data: these require coding and sentiment analysis. In the past this work was done by humans, but today it is mostly done by machines.

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“ My team used to read every single piece of verbatim. As we’ve grown our survey programme,

that’s now impossible. We get 10,000 survey responses a month. We introduced automated sentiment analysis which automatically gives each survey verbatim a score between -1 and +1 and theme the data, allowing us to identify emerging trends in real-time.” - Dale Bunting-Jones, Customer Insight Manager, Towergate Insurance

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 Customer voice and text conversations themselves are a huge and hitherto mostly untapped source of unstructured data. Until recently, this data remained mostly unused due to limitations in coding and analysis capabilities. As conversation analytics have become more advanced this has unlocked the huge potential of identifying recurring themes contained in customer conversations, as well as the ability to identify sentiment via speech tone and pitch.

Customer surveys are still prized

While great leaps have been made in eliciting insights from non-survey data, direct customer feedback continues to play a crucial role.

“Even with the technology that we’ve got, there’s no replacement for customers telling you in their own words about the experience they’ve had with your business.”

- Dale Bunting-Jones, Customer Insight Manager, Towergate Insurance

Customer feedback comes in various forms. The term ‘Voice of Customer’ (VoC) describes feedback surveys which may either focus on a specific interaction (transactional surveys), or cover the wider brand experience (relationship surveys). When implementing VoC programmes within the contact centre, survey fatigue can be avoided by being judicious about inviting feedback selectively.

“ We have corporate clients that have 60-70 different products with us. You don’t want to survey them every single time they interact with you or do something on their policy. For these types of customers, we’ve used our data internally to prioritise surveys for products with the highest premium.” - Dale Bunting-Jones, Customer Insight Manager, Towergate Insurance

Social media an important gauge of customer perception

While VoC feedback is usually proprietary to a provider, the public domain hosts comments on review sites and on social media. Most providers pay close attention to these comments, not only to help

resolve individual issues raised publicly, but also for reputation management: to be seen to be listening. Most public comments are unsolicited, and many skew negative. An unsatisfactory experience is a strong motivation to make a public post. Some providers actively encourage customers to write positive reviews to help balance out the negative ones, for example by embedding a link to the brand’s Trustpilot page or Google Reviews page as part of a VoC survey questionnaire.

“ Very rarely in the last five years has anyone gone to Trustpilot organically to say how good we were at dealing with something. It’s always about a negative experience, it’s always to get our attention and to try and get us to do something that we wouldn’t ordinarily do.” - Dale Bunting-Jones, Customer Insight Manager, Towergate Insurance

Other than survey, socials posts and reviews, customer feedback can be collected via observational methods, for example using techniques from user experience (UX) testing. This is especially useful for uncovering problems in digital journeys.

“ We put journey mapping software temporarily on top of the system which observed broker interactions on our platform, how brokers were progressing through the journey, getting a quote from us, how long they hovered over a certain question etc. We did it on 9,000 interactions and it was so insightful. Some of it we’d already spotted in the data we’re getting from NPS. But some of it was new news. It’s taken us down a different path and we’ve now got a more holistic view, and the changes we are making off the back of this work, have increased our TNPS by circa +5 points.”

- Nikki Lidster, SME Operations Manager, Zurich Insurance

How insights are used

Insights emanating from the contact centre are used in a wide variety of ways. Some of the best established include the following:

- Optimise operations
- Keep customers on the happy path
- Fix the root causes of problems
- Train the front line
- Motivate teams by celebrating success
- Inspire product innovation
- Strengthen brands

Optimise operations

Anyone who works in a contact centre will be familiar with the use of data-led insights in everyday operations. As analytics become more advanced, data plays an even greater role in guiding operational decisions, large and small.

“ QA is directly linked to resourcing and budgets. We tend to find that when it's really busy, the agents are rushing and QA scores drop. Employee satisfaction and customer satisfaction are linked and it's all a symptom of resourcing. We can usually use QA particularly in heavily regulated areas as a driver to discuss additional resourcing.”

- Sarah Leff, Operations Director, Interact CC

“ One of the biggest drivers of the customer experience is our people. We've put a lot of focus on contact centre people analytics to really understand our people. When people are less engaged, early-warning indicators can point to a potential increase in attrition or absence and all of that fundamentally impacts the customer. If people start going off ill, you're not answering the phones. We're investing in the analytics to support not only the customer but our employees as well.”

- Anthony Costigan, Senior Manager, BUPA Global

It's not always about uncovering new news: sometimes data is used to provide irrefutable evidence that shifts an observation from conjecture to fact.

“ First-time claimants can sometimes find our journey difficult. Our investments in analytics allowed us to evidence that and support action. The first time someone calls to make a health insurance claim is a very emotive conversation. Something's wrong with your health and well-being. You've got to figure out your insurance eligibilities and a lot of complexities. We've been able to remodel the process. We can identify first-time claimers through ID&V [identity and verification], get them to someone that's got specific training and give extra reassurance.”

- Anthony Costigan, Senior Manager, BUPA Global

“Without the investment in MI (management information) we probably would have just kept on knowing it was an issue but not building the case to do anything about it. The evidence got the buy-in from the senior leadership team and enabled us to act.”

- Anthony Costigan, Senior Manager, BUPA Global

Keep customers on the happy path

By analysing demand patterns and particularly failure demand, as well as digital path analysis and customer feedback, organisations can identify why customers drop off the happy path and find ways to optimise accordingly. Doing so not only improves the customer experience, but also achieves efficiencies and improves the colleague experience by reducing failure demand.

“ Our web team, which handles webchats and asynchronous messaging driven from the website, has reduced as a direct result of our feedback on the customer journey. Plus online sales have increased dramatically as we’ve been able to identify issues with the basket where we used to lose customers even before any intervention.”

- Sarah Leff, Operations Director, Interact CC

Fix the root causes of problems

Organisations rely on the contact centre to be their eyes and ears. Issues that affect customer and colleague experience are seen and heard first in the contact centre, which then notifies journey and product owners to trace root causes and take remedial actions.

Providers in regulated industries use contact centre data for reporting compliance.

“ It is our moral and legal obligation to have working channels, listen to consumers and report to local authorities about adverse events and complaints and act on those internally by continuously improving our products. This is how we ensure the quality and safety of our products.”

- Marko Ivanovic, Head of Global Consumer Relations, Haleon

Train the front line

Contact centre data and insights play a crucial role in establishing L+D (learning and development) priorities and developing training content. For example, conversation analytics and customer feedback can be used to identify areas within conversations where individual advisors tend to perform well, and less well, and provide coaching tips and suggestions to team leaders or for the advisor to directly self-serve. Using aggregated data, QA processes can be automated using scoring frameworks, saving supervisors' time and achieving greater consistency.

“ By understanding customer pinch points, we know how to train our advisors and prioritise areas where extra coaching and development is useful due to specific query types.”

- Laura Scott, COO, Dialect Communications

Motivate teams by celebrating success

Positive customer reviews can be extremely motivating for colleagues in the contact centre: it is not uncommon for providers to encourage customers to name advisors who have provided outstanding service and to recognise advisors who are named. And using data to show progress on operational matters or fixing root causes helps to bring colleagues on a change journey.

“ Share data with the team about what they’re doing really well.”

- Laura Scott, COO, Dialect Communications

“We naturally look to the negative, don’t we? Everything we’ve done wrong, rather than these are all the great things we’ve done right.” - Jen Blake, Head of UK Contact Centres, Likewize

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“Any support department in any organisation deals with problems for the majority of their day, and occasionally even get shouted at. It might create an impression for agents that there is ‘always something wrong.’ I use our mystery-shopping programme to identify good performers and regularly contact the agents to thank them.”

- Marko Ivanovic, Head of Global Consumer Relations, Haleon

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Inspire product innovation

Organisations such as banks for whom the service is the product tend to be leading edge in using customer contact insights. In leading-edge organisations, the contact centre is embedded within continuous feedback and improvement loops, using contact data to both identify improvement opportunities and measure the effectiveness of improvement initiatives.

For industries such as FMCG where service is a support function not the product itself, insights captured in the contact centre are invaluable to signal potential issues with product quality or design, and to identify opportunities for line extensions or even new products (by using contact centre insights to uncover unmet customer needs, likes and dislikes).

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“ We feedback complaints to manufacturing sites. If something really goes wrong the whole factory line shuts down until the root cause is found. There is a very direct link between the Voice of Consumer data we collect through the contact centre with manufacturing, safety teams, and R&D.”

- Marko Ivanovic, Head of Global Consumer Relations, Haleon

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Strengthen brands

Customer interactions are a rich source of understanding how people feel about a brand. On the one hand, well-loved brands attract a high degree of engagement and lots of positive comments.

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“ The LEGO Group gets a lot of passion from consumers around our products. We get not only complaints but a lot of people contacting us with positive comments or suggestions. In terms of our classification, we don’t necessarily have contacts and a ‘complaints department’, as such. We look at contacts holistically and are able to use the data from that feedback to help inform our work meaningfully in the future.”

- Matt Kelly, Senior Manager Business Insights, LEGO® Consumer & Shopper Engagement

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On the other hand, industries such as insurance and utilities by their nature tend to attract less brand affinity and fewer positive comments but lots of complaints. In such sectors there is rigorous analysis of complaint data, not least because regulators mandate it.

The power of data linkage

Everyone who works with contact centre data understands the power of spotting connections between different data points. For example, similar patterns that show up in multiple datasets can validate and enrich understanding of a trend. Triaging data ensures that analysis comes from multiple angles.

“ There’s a huge focus for us on identifying dissatisfaction versus complaints. We have a clear baseline and MI for what our agents capture and we’re validating that through speech analytics, searching for key sentiments and words to see if it matches.” - Anthony Costigan, Senior Manager, BUPA Global

“ We used both our QA data and feedback from employee surveys to rework our knowledge system.” - Laura Scott, COO, Dialect Communications

The opposite can also occur: data sets may not neatly line up, or they may tell a contradictory story, requiring skill on the part of the analyst to interpret effectively. Not all data can be taken at face value: context is essential.

“ We used to see really good QA but low customer satisfaction. We needed to look at how we bring those two things in alignment in terms of the questions that we’re asking, and what we’re looking for when we’re doing QA in order to properly understand the impact on the customer. If your QA scores are great but your satisfaction scores are low, there’s a gap somewhere.”

- Tracy Kellaway, Executive Director Global Operations, Estée Lauder Companies

“ We see consumers who contact us with complaints give great NPS scores. It’s a testament to the skill of the advisors who deal with complaints. We can show the scores, but we have to remind people that the customers had to complain in the first instance even though their complaint was well handled.” - Anthony Costigan, Senior Manager, BUPA Global

Connecting customer data with operational data can uncover the relationship between customer experience and colleague experience, revealing opportunities to improve both.

“As we’ve improved employee satisfaction over time, CSAT has also improved. When your employees are happy and bought into the organisation, they become brand ambassadors and your customers get a better outcome.”

- Sarah Leff, Operations Director, Interact CC

“We were the first big bank in the UK to implement a four-day working week. It’s been transformational. Our absence has dropped like a stone. Our ability to recruit people became much easier overnight. We’ve got more advisors and more capacity for customers. Our people get better training. Chances are they’ve been through a more robust recruitment process because

we’ve got a bigger pot of people to choose from. It solves the core things that really matter to customers: the propensity for you to pick the phone up is increased, I spend less time in the queue, I’m not getting passed around and the chances of getting my query resolved first time have increased.” - Michael Sherwood, Head of Brand and Experience, Atom Bank

Some providers' VoC programmes not only collect transactional feedback from customers but also invite advisors to rate the interaction as well, overlaying customer and colleague ratings to reveal gaps or common themes.

“ We’ve just started a pilot in which we ask agents to self-assess the call afterwards. How satisfied do you feel that the member was with the call? Did you get it right first time? If not, what were the blockers? The idea is that will help us fix broken processes. And I’m really interested to find out: are we self-aware?” - Anthony Costigan, Senior Manager, BUPA Global

The ultimate goal of data linkage is the ‘single customer view’: the ability to aggregate and connect every customer data point across all interactions and channels, survey and non-survey based, with contact and purchase history and other profiling.

“ We can’t yet identify whether the person who called us is the same person who interacted on our website. For now, we are indirectly comparing the volume of website page visits and contact centre interactions. This helps us make informed decisions about how to evolve the brand websites as well as our contact centre operations.” - Marko Ivanovic, Head of Global Consumer Relations, Haleon

“ We measure the number of contacts per order, which helps us a lot in seasonality and managing peaks. We look at both volumes and types of demand which helps us to predict.” - Matt Kelly, Senior Manager Business Insights, LEGO® Consumer & Shopper Engagement

It is extremely difficult to achieve the single customer view, especially in large, matrixed organisations. Data may reside outside of the organisation and internal silos may hinder linkage, or the data may not be collected at all. Getting to the single customer view requires a concerted effort to work in a joined-up way, comprising technology, process and culture.

“ I’ve yet to work in a business which has its single customer view nailed and knows everything about its customers.” - Andy Cook, Head of Colleague & Customer Success, AXA Health

Some of the most advanced practitioners are digital-first banks, whose customers interact frequently via bank-owned touchpoints that provide a rich and uninterrupted stream of information. Underpinning this a highly data-centric company culture infusing every department.

“ We spend a lot of time understanding the things that matter to customers and linking that to the end-to-end funnel. The purchase journey starts on the website. Right through to downloading the app and then within the app journeys and dropout rates. Should customers need to speak to someone, our contact centre is there to provide brilliant UK based ‘human’ support, 365 days a year.” - Michael Sherwood, Head of Brand and Experience, Atom Bank

Challenges when working with data and insights

While the likes of Atom Bank enjoy unfettered visibility of customer and colleague data and the ability to make the most of it, the same cannot be said for all organisations. In fact it is far more common, particularly for those which have been around since pre-digital days, to experience challenges such as:

- Difficulties working with legacy data and data platforms
- Lack of access to data
- Too much data, not enough insight

Difficulties working with legacy data and data platforms

Most organisations which were established prior to cloud computing are today run on a patchwork quilt of technologies, which inevitably entails systems fragmentation and technology debt. For such firms, getting all of their data into one place and into a consistent, usable format is not a simple matter.

“ We’ve now got Voice of Customer, we’ve got speech analytics, we’ve got agent interactions. We’re starting to layer more sophisticated technologies on top of legacy data. How do you combine them? You have to have that back-end industrialised data lake. Ripping some numbers out and dropping them into a spreadsheet just doesn’t cut it anymore.” - Andy Cook, Head of Colleague & Customer Success, AXA Health

Lack of access to data

When customer touchpoints are operated by third parties, providers are reliant on partners to provide contact data. For example, FMCG brands typically sell via retailers, while most providers of health insurance use external hospitals and clinics to deliver medical services to their customers. Similarly, BPOs (contact centre outsourcers) rely on their clients to provide customer profiling and purchasing data.

“ We don’t sell directly to consumers so we can’t easily measure lifetime customer value, how they interact or how often they buy our products.”

- Marko Ivanovic, Head of Global Consumer Relations, Haleon

“ That’s probably the biggest gap for us. The moment of truth often happens out on the counter and we’ve got no idea what that interaction actually looks like.”

- Tracy Kellaway, Executive Director Global Operations, Estée Lauder Companies

Brands who work with customer-facing third parties have an interest in using contact data and insights to advise their partners on customer experience.

“ We’re starting to look more and more not only at how our customers rate us, but their experience of working with our partners. And working with our partners how on they could do better. That can be a challenging conversation but there’s no doubt everyone wants to deliver better for our customers.”

- Andy Cook, Head of Colleague & Customer Success, AXA Health

Customer data is often hard to source from third parties due to privacy or data protection, or because partners are reluctant to share.

“ Retailers are probably never going to give us their entire data. It would be magical if we could get hold of that data and compare it with our complaints data, to see the journey even before they need to call us.”

- Marko Ivanovic, Head of Global Consumer Relations, Haleon

Too much data, not enough insight

While some providers lack access to data, others have more data than they can effectively use. And it is not uncommon for both challenges to co-exist.

“A lot of organisations are really data-rich. But if you don’t do anything with it, what’s the point?”

- Tracy Kellaway, Executive Director
Global Operations, Estée Lauder
Companies

The expertise to convert data to insights may not be present, or it may reside in a shared central function with competing priorities. In recognition of this, there is a growing trend for contact centres to recruit dedicated analyst roles specifically working within the contact centre.

“ Data is an incredibly powerful tool and it’s essential for modern, forward-thinking organisations to know how to use it. We’re right at the start of our journey and are looking to hire an insights manager, based at the contact centre, to help us turn our data into proactive and actionable insights. Having a centralised role for this transform our operational capabilities, taking different data points and shaping them into a single narrative. The benefits to us and our patients will be incredible.” - Emma Barr, NEC Director, Circle Health Group

Data ‘democratisation’ – making data readily accessible to business users - is a universal aspiration, but it can bring its own challenges. Without context, democratisation can lead to stakeholders jumping too hastily to conclusions.

“ We have a lot of feedback that comes into us and it’s about the controlled focus to be able to root-cause the dissatisfaction rather than knee-jerk decisions based on small volumes. Too often people are distracted by one comment rather than overall trends that can be turned into positive improvements.” - Jen Blake, Head of UK Contact Centres, Likewize

Getting the most from data and insights

“With all of the data and all the insight, you’re only as good as your ability to change. Otherwise, it’s just cost.”

- Michael Sherwood, Head of Brand and Experience, Atom Bank

To maximise the value of data and insights, this research uncovered the following guiding principles:

- Ask the right questions
- Prioritise what you can control
- Have the right resource in place
- Communicate with impact

Ask the right questions

The chances of finding something useful are much higher when you know what you’re looking for. While random discoveries can and do occur, a clear brief is by far the more common route to success.

“ Know what your question is, otherwise you’re just looking for a needle in a haystack. What’s the problem you’re trying to solve? Start from the outcome or the challenge that you’re trying to deal with and work backwards.” - Tracy Kellaway, Executive Director Global Operations, Estée Lauder Companies

Prioritise what you can control

As an organisation’s eyes and ears, the contact centre sees and hears everything that affects customers and colleagues. Some issues are more important than others, and the contact centre’s ability to influence change varies from issue to issue. Prioritisation therefore is crucial.

“ Less is more. Rather than spending so much time on things that you have no control over, focus on a few key measures that matter, three or four things that you know you can change and which will make a difference.” - Anthony Costigan, Senior Manager, BUPA Global

Have the right resource in place

Getting from data to insights requires time and know-how. End-users may lack the expertise and/or bandwidth to draw meaningful conclusions.

“ The sheer volume of data can be quite overwhelming. Everyone who works in our industry is managing multiple priorities, with customer satisfaction being key. For me it’s about being able to take a bit of that time out and investing time bringing together all of this great data, understanding the interdependencies and then seeing what can be done to make small improvements – we often test things in a test and learn phase to measure the impact. I’d also suggest, if you can, to look into the wider organisation to identify data science skillsets to utilise, even if just for a temporary period.”

- Nikki Lidster, Head of SME Trading, Zurich Insurance

Conversely, data specialists may possess technical skills but lack sufficient business context and/or an ability to communicate effectively with decision makers. Success requires all of the above, either embodied in an individual or through collaboration.

“ The most important thing is having the leadership capability and the communication skills to be able to talk through that information in a meaningful way.” - Michael Sherwood, Head of Brand and Experience, Atom Bank

“ A data analyst will provide you lots of numbers, but won't tell you what you need to fix. You need subject-matter experts, people who understand what that data is telling you and who have credibility. You have to have data science and data engineering working in collaboration with people who live the customer.” - Andy Cook, Head of Colleague & Customer Success, AXA Health

With data firmly embedded in decision-making and performance evaluation, it is natural for people to have a vested interest. Employing neutral parties to offer an impartial read can help to mitigate the risk of cognitive biases creeping in.

“ There's a risk that you go looking for outcomes based on what you think is happening, or what you want to see. We have people who have relevant experience but aren't involved in the campaigns, who help to triple check.” - Sarah Leff, Operations Director, Interact CC

Communicate with impact

Contact centres and decision makers are accustomed to working with lots of data, but even experienced executives' eyes will glaze over when overloaded with information. To cut through and inspire, effective communication is essential: tell a story and deliver the 'so what', practical recommendations anchored in the context, language and priorities of the business.

Sometimes different versions of the truth can emerge or different stakeholders may push different agendas based on the same insights. In these situations it is clear communication and alignment with business priorities that decides the 'winning' narrative.

“ You'll have quality saying you need to do this, you'll have your CX teams saying you need to do that. All these voices telling you what you need to do. What businesses need is a team who joins everything up and uses that to drive change.”
- Andy Cook, Head of Colleague & Customer Success, AXA Health

Investment in communication and business alignment transforms impact and ultimately elevates the contact centre.

“ We used to report to the business our call volumes by channel, types of inquiries and so on. Stakeholders needed to invest the effort to understand the implications for them. Now, I am evolving my department into an indispensable partner, building a muscle to eventually advise them on strategies and actions.” - Marko Ivanovic, Head of Global Consumer Relations, Haleon

“ Our senior leadership team really do understand the value of the contact centre. The investment we've had over the last 12-18 months has been phenomenal, not just recruiting frontline staff but of additional roles in MI and analytics. Having senior leaders really understand the member journey instead of jumping in because they've seen comments, has really changed the way we operate.” - Anthony Costigan, Senior Manager, BUPA Global

The future of contact centre data and insights

As contact centres become ever more sophisticated in generating insights, what might the future hold?

- Predicting the future
- Data and insights capabilities as BPO competitive edge
- Quantifying the value of the contact centre

Predicting the future

Traditionally, data and insights have offered a snapshot of historical performance. As data linkage becomes more commonplace and analytical tools become more powerful there is growing potential to move from the rear-view mirror to the crystal ball, to answer the 'what if?' questions.

“ I want to be able to predict if my average speed of answer drops by 30 seconds, what’s that going to do to my TNPS or to my conversion? I want to see the art of the possible and understand what the tipping points are, proven by the data.” - Nikki Lidster, SME Operations Manager, Zurich Insurance

Data and insights as BPO competitive edge

BPOs seeking differentiation in a crowded marketplace are turning to insights to bring added value to clients.

“ We look at what drives customers to make contact and what channels they’re using. We use this to advise our clients on pinch points in the customer journey, potential improvements that we could work together on. As a client you might not have the capacity or the resource to do that yourself.” - Laura Scott, COO, Dialect Communications

Quantifying the value of the contact centre

As data and insight capabilities develop, contact centres get closer to the 'holy grail' of showing the impact of their activities with commercial outcomes. Linking contact data with commercial data such as purchasing behaviour is used to put a monetary value on contact activities, CX problems and improvement, and measure the impact of investments and changes.

Unlocking the power of quantifying customer contact represents a major leap for organisations, shifting perceptions of contact centres away from cost centre towards profit centre.

“ We can put into monetary terms the impact of missing orders and delivery issues. It’s really made people sit up, and it’s transformed the way we operate.” - Tracy Kellaway, Executive Director Global Operations, Estée Lauder Companies

“ We can use our data to achieve better customer outcomes. Whether that’s to save money and pass on savings to customers in terms of reduced premiums or delivering better service. The more data you have, the deeper your understanding of journeys and the outcomes they lead to.” - Andy Cook, Head of Colleague & Customer Success, AXA Health

About the CCMA

For 30 years, the CCMA (Call Centre Management Association), as the longest established contact centre industry body, has been dedicated to supporting contact centre leaders across the UK. Founded on the principles of sharing best practice and networking to improve skills and knowledge, the CCMA is a thriving community that represents leaders from a huge cross-section of the industry.

Membership of the largest community in the industry offers unique opportunities, such as the opportunity to be an Accredited Contact Centre through the Contact Centre Standards Framework, free annual benchmarking of 25+ KPIs, free entry into the UK National Contact Centre Awards and free tickets to the UK National Contact Centre Conference, invites to Executive Networking Dinners and exclusive events for members-only. Members also benefit from discounted training through the UK National Contact Centre Academy, the industry's training partner.

To support the industry further, the CCMA conducts regular original research for download, including the annual Voice of the Contact Centre Consumer research, the Evolution of the Contact Centre tracking the industry's progress and Good Practice Guides on a variety of topics.

www.ccma.org.uk

About evaluagent

Created by contact centre experts with decades of experience on the frontlines, evaluagent has been helping contact centres across the globe dramatically improve their Quality Assurance capabilities.

Our award-winning platform, evaluagentCX, is the only platform to seamlessly connect out-of-the-box, customizable and AI-driven insights from 100% of conversations to automated Quality Assurance and agent improvement.

evaluagentCX helps busy contact centre teams laser-focus QA efforts on the must-monitor interactions, acting as a QA co-pilot to deliver time and process efficiencies and enable rapid and measurable agent performance improvements. Agents are the heart of the contact centre and are truly supported by our platform, with coaching, learning and gamification features that empower them to be an active participant in their own development.

Trusted by leading global organisations, evaluagent is positioned to help contact centres of all sizes elevate their QA approach, transforming both the customer and employee experience.

www.evaluagent.com

**Join
us!**

Not a member?

There is no better time to join us. The industry is changing and we are giving our members more opportunities to learn, to network and to support each other.

www.ccma.org.uk/membership



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