



Towards the contact centre of the future

How to turn contact centres into profit centres



May 2024



Is your contact centre delivering on expectations?

The contact centre has become the front line in the competition for customers, talent and growth. Are you positioned to win?

The pressure on contact centre leaders has never been greater. Customer satisfaction is falling. Customer and employee expectations are rising. And new technologies and approaches are changing the contact centre cost and value equation.

Ready or not, your contact centre is now your front line.

In this highly competitive environment, you need a practical plan for transformation. You need tools and methods that accelerate your journey. You need people, processes and service models that enable your strategy. And you need the right technologies, insights and governance models to support them.

In this guide, we unpack the key people, process and service model considerations and share some leading practices being applied in contact centres around the world. We also offer a maturity scale so that you can compare where you stand versus industry leaders.

This guide will help you consider the key impacts of transformation on your:



People: Understand the structure, skills, capabilities and competencies required to support the process and activities.



Processes: Identify the specific events, steps, integration points, outcomes and measures used to execute in-scope processes.



Service models: Define how and where activities and outputs are being performed throughout the organisation.

KPMG professionals combine deep contact centre experience, innovative tools and proven methodologies to help our clients move towards the contact centre of the future. We encourage you to contact us today to find out how we can help your organisation transform your contact centre into a profit centre.

People

Enabling your leaders

Contact centre leaders need meaningful real time insights that enable them to plan and improve. They are looking for a holistic view of their cases, segregated across the case management teams in terms of customer handling, query resolution and feedback management. They also need forward-looking insights in order to enhance the employee and customer experience, and to ensure that processes are as per industry leading practices.

At the same time, contact centre leaders must be enabled with systems which are future-ready, scalable, easy to integrate and optimised in terms of cost and efficiency. They must be user friendly, giving case managers the tools they need to better manage cases, and giving customers the tools they need in order to get assistance in terms of query resolution, self-help and omnichannel accessibility.



Ask yourself:

- Are your contact centre leaders enabled with real time dashboards that provide them with a clear overview of their evaluation parameters for better planning and corrective actions?
- Do your leaders have access to the right data and insights to allow support leaders to better understand what customers will need in order to engage proactively?
- Do they have governance tools to track things like process efficiency, turnaround times, effective resolutions and customer satisfaction?

Creating better experiences



of decision makers agree there is a direct link between employee experience and customer experience.¹

Upskilling your people



of decision makers say they're making significant investments in training.²

¹ <https://blogs.idc.com/2021/09/17/employee-experience-and-customer-experience-what-is-the-connection/>

² https://www.salesforce.com/content/dam/web/en_sg/www/documents/pdf/state-of-service-5th-edition.pdf

Empowering your agents

As simple requests become automated, agents will morph to become case managers, requiring them to handle more complex interactions. That will require organisations to encourage their workforce to become multi-disciplinary problem solvers, enabled with a holistic view of the customer that allows them to tailor services to the customer and build trust.

At the same time, contact centre staff are increasingly looking for enrichment and value from work. They want the option to work remotely or in the office, and to switch between these as they like. They expect work to flex around their home and personal life, with the option to have some choice about when they start and finish and when they can take breaks. And they are prepared to consider alternative remuneration based on their contribution to customer outcomes. Negative employee experiences directly affect employee loyalty and retention.



Ask yourself:

- Does your technology provide your agents with access to all the customer information quickly and easily so that the agent can concentrate on the customer more?
- Do your managers have the systems and forms of communication to support, coach, motivate and manage staff remotely and in office?
- What is your average contact centre employee retention rate and why? What is the average time & cost to on-board new employees?

Where do you work?

 **76%**

of service professionals say they're allowed to choose where they work.³

Where do you sit on the maturity curve?

Unaware: Reactive hiring and basic training with single skill competences. High attrition and low morale. No connection between the cultural agenda and the customer.

Developing: Hiring conducted based on forecasting. Ad hoc coaching and training. Limited focus on capturing employee feedback. No defined career paths.

Practicing: Defined competencies, goals and measurements aligned to business and customer needs. Focused on training and coaching. Closed loop feedback.

Optimising: Empowered workforce with some tools to enable more effective interactions with customers. Clearly defined career paths. Agents understand service culture.

Leading: Continuous focus on improving and aligning personal, work group and organisational capacity.

³ https://www.salesforce.com/content/dam/web/en_sg/www/documents/pdf/state-of-service-5th-edition.pdf

Processes

Integrating your actions

As customer expectations and demands evolve, processes will need to be redesigned in ways that balance the needs of customers against objectives of the organisation. Yet many processes extend into the wider business, requiring contact centre leaders to think holistically, taking into account the impact of all the different processes that influence a customer's experience.

Contact centre leaders will ideally be thinking about how they can transform their contact centre into more of an 'experience centre' that clearly contributes value across the entire customer journey. That means designing processes that both meet the customer needs and empower your agents to provide a more flexible, personalised service to customers – supported by agile back-office processes that enable them to manage their customers' issues through to resolution.

Over the coming years, prepare for processes to evolve as Artificial Intelligence (AI) use cases become increasingly embedded into the contact centre workflow. Flip the page to see how.

Orchestrating outcomes

#1 goal

of digital leaders (with 21.5%) is focused on creating a cohesive customer journey across all channels and devices.⁴

Insights to improvements



69%

of contact centre professionals say that interaction analytics is the most exciting scope of available AI technologies.⁵

AI is already being deployed at contact centres around the world to enhance customer outcomes, drive efficiency gains and improve the employee experience.

Ask yourself:

- Do we have the right technology to enable the integration of all the processes across the organisation to provide a consistent experience irrespective of the channel the customer chooses?
- Does our data architecture allow a single view of the customer across all channels to minimise the agent's effort across all customer journeys?
- Do our process owners measure the impact of their processes on the customer experience, on staff experience, and on the impact to other connected areas of the organisation?

Where do you sit on the maturity curve?

Unaware: No documented or standardised processes. High cost, ineffective processes in place are based on disparate legacy systems rather than customer needs or business goals.

Developing: Some processes are clearly owned. Error rates and rework are under control but require significant manual workarounds to satisfy customers.

Practicing: Most processes are clearly owned, defined, repeatable and monitored. Reasons for service failures are known and some actions are taken to prevent future occurrences.

Optimising: Processes are designed to meet internal requirements and customer needs. Process owner communication to customer service is consistent and irregularities are addressed.

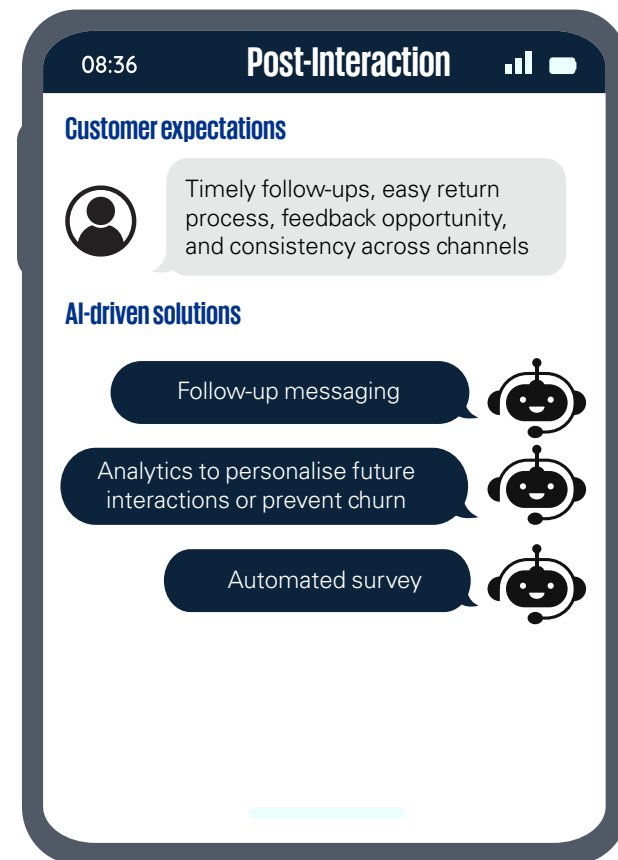
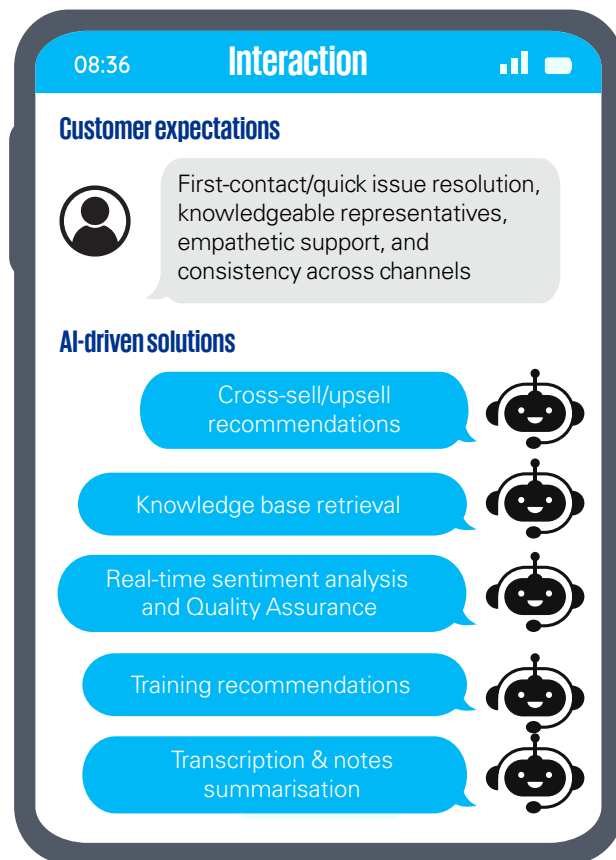
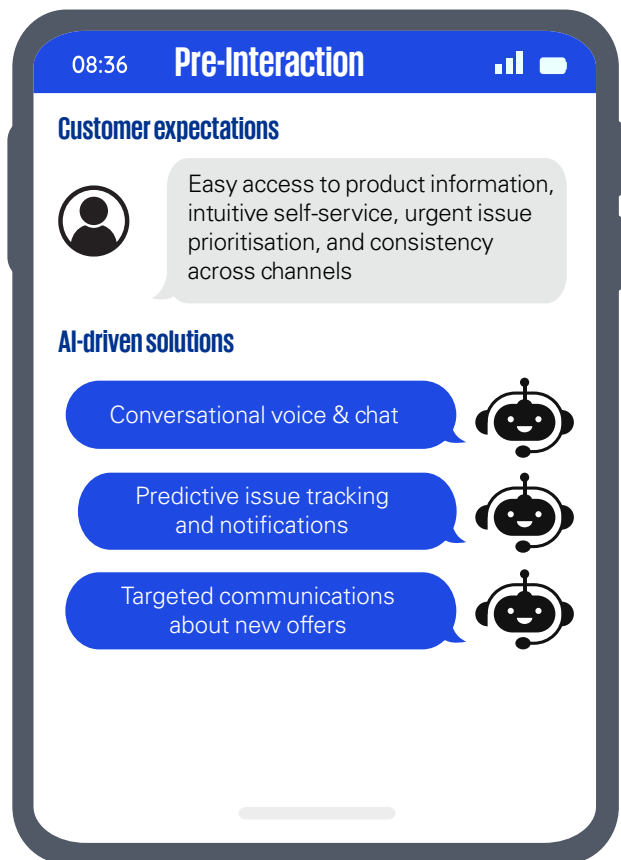
Leading: Processes are fully integrated across functions and systems, aligned to meet the needs of customers while balancing the cost economics of customer service.

⁴The state of digital experience in 2023 - Qualtrics

⁵What Contact Centres Are Doing Right Now, 2023 Edition, callcentrehelper.com

How is AI creating contact centre value?

Leading contact centres are already piloting and scaling AI across the customer journey.



Service models

Improving your activity

To create the right experience for customers, the organisation needs to be resilient, flexible, agile and scalable. Particular focus must be placed on integrating front and back office processes to give the customer a consistent experience and informed service from everyone they deal with – irrespective of the department – to reduce customer effort.

Yet integrating the front, middle and back office requires a clear focus on enabling the right customer outcomes while reducing effort. Greater connectivity will help overcome organisational silos and put the customer at the heart of day-to-day operations. Multidisciplinary teams, working together, will help create a uniform understanding of customer needs.

Keep in mind that the service model will change the way the business operates. Connecting KPIs across departments and having measures that focus on the short, medium and long term will be critical to improving the end-to-end customer experience.



Ask yourself:

- Does your current technology enable the integration of different processes across the organisation?
- Do you have a clear view on the metrics and KPIs that measure the customer experience as well as operational performance?
- Are your governance and management structures designed around the customer journey in a way that enables managers to influence, manage and improve the customer experience across the whole journey?

Omnichannel engagement

 **40%**

of consumers have used three or more conversation channels to engage customer service.⁶

Resolution on first contact

 **53%**

of customers think most customer support interactions are fragmented, requiring them to interact with agents over multiple channels or calls.⁷

⁶ <https://www.businesswire.com/news/home/20210727005281/en/TCN-Consumer-Survey-Finds-Americans-Overwhelmingly-Prefer-to-Interact-with-a-Live-Person-When-Dealing-with-Customer-Service-Reps>

⁷ https://www.salesforce.com/content/dam/web/en_us/www/documents/research/salesforce-state-of-the-connected-customer-fifth-ed.pdf

Where do you sit on the maturity curve?

Unaware: Decentralised, duplicative functions with little central control and no alignment on overall business or service strategy.

Developing: Delivery model operated in silos. Limited standardisation around processes, technology and governance.

Practicing: Some sites are at scale with adequate location. Some use of shared services. Some alignment with overall service strategy.

Optimising: Location strategically selected for access to talent and cost benefit. Shared services are used for relevant support functions and network design is connected to overall strategy.

Leading: Model is based on the designed customer service experience. Sourcing solutions for people and technology maximise cost, efficiency and service delivered.

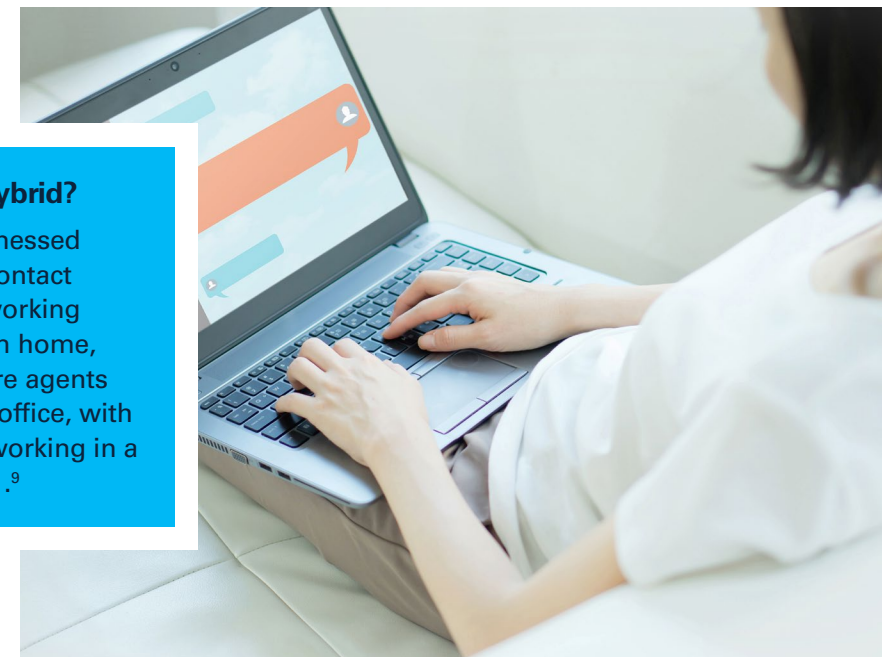
Locating your assets

In some cases, offshore centres are being used to limit costs. But, as contact centres start to make greater use of automation, staff will increasingly be expected to manage more complex customer issues and empathise with customers. Careful consideration should be given to the location of staff to maximise the opportunities to meet these requirements and minimise the cost of provision.

To attract and retain staff, the organisation must offer working at home either full time or hybrid. So while large offices are no longer necessary, the organisation will still need to offer some office accommodation that is local to staff for when office visits are necessary. At the same time, the fixed assets required to support contact centre services are changing and consideration should be given to how quickly these fixed assets can be changed if needed.

Ask yourself:

- Does your technology support hybrid working, offering the same capabilities, security and speed in the home (whether onshore or offshore) as in the office?
- Does your data provide leaders with insight about location, performance and well-being data and analysis to enable better staff engagement, coaching and support?
- Do your governance arrangements provide a uniform approach across all locations, whilst retaining flexibility to adapt to local conditions?



Onshore, offshore



saving, moving from an internal model to an outsourced model for organisations.⁸

Virtual, office or hybrid?



2023 witnessed **20%** of contact agents working fully from home, **25%** of contact centre agents working fully in the office, with the majority (**55%**) working in a hybrid environment.⁹

⁸ UK Contact Centre Outsourcing 2023 Report by Call Centre Management Association

⁹ The UK Contact Centre Decision-Makers' Guide 2024



How we help

We help you answer the challenging questions...

Sales

1. How can we shift our contact centre to a profit centre?
2. How do we ensure our contact channels are driving revenue growth?
3. How can we ensure a seamless commercial process, from front to back office?

Service

1. How can we use AI to reduce the cost of service, whilst improving CX?
2. How can we drive customer value growth through cross and upsell opportunities?
3. How can we be more resilient to future crises and evolving customer needs?

Experience

1. How can we deliver competitive customer and employee experiences?
2. How can we link innovative experiences to concrete financial results?
3. How can we orchestrate journeys across channels, with the right op model?

And guide you through the journey from strategy to implementation with proven experience and technology

KPMG helps you set your vision based on industry best practices and deep customer experience

We bring our best advisory capabilities to your contact strategy, examining your existing processes, identifying gaps in capability, and developing an operating model that effectively meets the needs and expectations of your customers.

KPMG helps you achieve your vision with out-of-the-box accelerators and technical expertise

Our deep bench strength of implementation professionals leverage our proprietary tools and methods – based on dozens of similar implementations at other organisations – to help you realise your vision and deliver sustainable long-term value.

KPMG helps you get the most from your technology investments and transformation efforts

Our alliances with leading technology and solution providers including Salesforce and Microsoft enable us to deliver best-in-class technology and harness advancements in AI to deliver big cost out opportunities for your businesses and a radical transformation in customer experience.



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