



# Enabling the advisor in 2022 and beyond

October 2021

A CCMA Research Initiative

Supporting Partners

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## It's time to invest in the colleague experience

As the world recovers from Covid-19, one of the most profound challenges that Western European organisations face is a chronic shortage of professionals. The pandemic has reduced mobility across borders and inward migration, while people have turned away from lower-paid jobs with limited prospects.

At the same time, during the pandemic the role of the contact centre has been elevated and customer service teams kept busier than ever, representing the front line of corporate activity. Brands and organisations have recognised this, accelerating long-overdue investments as a result, ramping up online and self-serve capabilities and delivering increasingly seamless omni-channel journeys.

However, the level of technology adoption and integration that is being applied to customer experiences has thus far yet to reach the advisor. In fact, the rapid introduction of additional

customer channels has in many cases increased the level of complexity and pressure that frontline colleagues must cope with.

Paying attention to the colleague experience is not optional: it is essential if contact centres are to retain and attract capable staff in the most challenging employment market for over half a century. Indeed, with three in ten frontline colleagues likely to look for a new job in the next 12 months, organisations not investing in the colleague experience could be said to be choosing to exist in a state of permanent crisis.

This research reveals that gaps exist between colleague expectations and colleague experience, particularly when it comes to technology applications and empathy from managers. Here we will present the case for investing in colleague experience and pinpoint specific strategies and actions that will achieve the greatest returns.

## Research methodology

Led by the CCMA's Research Director, Stephen Yap, this research comprised both qualitative and quantitative methods, findings from which are integrated throughout this report.

Three focus groups were conducted, comprising advisors and team leaders on the front line, as well as Heads of Contact Centre and Directors of Operations.

An online survey was conducted from 19 August – 6 September 2021 among n=500 frontline colleagues in the UK. n=250 in France and n=250 in Germany.

To be included in the survey, participants had to be working full or part-time in an external customer-facing role with an annual salary of no more than £40,000 or €40,000.

## With thanks to

The CCMA and its supporting partners would like to extend their sincere thanks to the many industry colleagues who participated in this study.

Special thanks to the following leaders for their contributions:

**Nerys Corfield**, Director, Injection Consulting

**Emma Duffy**, Customer Operations Manager, Allied Irish Bank

**Alice Henderson**, Customer Care Development Lead, John Lewis

**Steven Lee**, Director of Business Operations EMEA, LEGO®

**Emily Mathey**, Senior Business Consultant, Saga Group

**Jan Oldaker**, Head of Customer Care, Lovehoney

**James Revell**, Director of Internal Contact Centres, Air France KLM

**Amanda Robertson**, Head of ISTAY, The AA

**Michael Sherwood**, Head of Digital Experience, Atom Bank

**Chris Ward**, Operational Project Manager, Virgin Wines

**Martin Hill-Wilson**, CEO, Brainfood Consulting

## Foreword by CCMA

The pandemic has wrought many profound changes to contact centre operations. Perhaps the most significant of these for people working on the front line is a greatly renewed emphasis on human capital. Contact centres have historically been places of high staff turnover, compounded by negative public perceptions as a place to work. Against the backdrop of the most challenging employment market in a generation, it is imperative that we work harder than ever to give our colleagues the experience they expect and deserve.

So, what exactly is it that we should be doing to maximise the colleague experience? Every contact centre has its own employee survey, but this is the first time such a wide-ranging study of frontline teams has been conducted across multiple countries.

While some findings – the importance of pay and of opportunities to progress, for example – may not be new, they underscore the importance of ensuring that the advisor role is seen not as a temporary job but a viable career opportunity. What is perhaps more surprising, is just how important IT applications are to the colleague experience. Just as good customer experiences rely on seamless integration, the same is true for colleagues.

I'm delighted to present to you the most thorough piece of colleague research ever conducted in the world of contact centres. This report is full of ideas and inspiration to help you win during this difficult period.



**Leigh Hopwood,**  
CEO, CCMA

## A word from our partners: Atos, Colt and NICE CXOne

Advisors are the heart of any contact centre, so understanding their needs, how they can best be supported in such disruptive times for both personal and professional growth are key drivers of this research, and Atos, Colt and NICE are delighted to support it.

It's clear that the results point to the impact of technology decisions in the contact centre and how their adoption plays a key role in day-to-day advisor successes as well as long-term momentum and growth. We also see tremendous opportunity from more empowerment to advisors through the technology landscape, not only for better employee satisfaction but growth for the organisation. Finding such opportunities is a silver lining in what has been a stormy time for advisors.

The impact of the pandemic has been particularly difficult on advisors, from remote working

challenges to dealing with amplified customer frustrations. We're grateful to those organisations embracing their responsibilities for employee care, offering services to help in such unfamiliar conditions, from mental health support to at home infrastructure – for that we thank you.

The critical role for technology continues to expand. Whether that's empowering advisors with more responsibilities or self-management, deeper customer self-services, the creation of new, more outcome-focused roles or enticing advisors into new growth-oriented professions. At Atos, Colt and NICE we're thrilled play a part in this new age of enablement and empowerment for the contact centre technology ecosystem.

## Reflections from industry influencers

Experience management involves deep listening, creative design and responsiveness to the impact you are having on customers and colleagues. Get it right and they are more likely to stick around and prove their value.

The very best organisations cultivate an obsession with the detail of human needs and the orchestration required to fulfil them. In times when

customers and colleagues are hard to come by, weaker cultures decline first.

In this context, colleague experience management clearly matters. The question of course is who is paying attention and taking action.

**Martin Hill-Wilson**  
Brainfood Consulting

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It is so great to have a report focusing on the advisor voice at such a critical point for the industry. Significant external impacts mean we have crossed the rubicon. Undoubtedly businesses who focus on their advisors (creators, ambassadors, advisors, representatives, influencer, game changer) are those who will see material benefits for this focus.

I heard a lovely quote this year judging for the ECCCSAs: "the advisors' problems are

our problems" and I hope that 2022 heralds the advent of Heads of Advisor Experience. As a consultant there are lots of things you can prescribe to better improve the advisor experience, but this research underpins the need to invest in the best processes and technology to serve your front line and make their jobs as stress free as possible.

**Nerys Corfield**  
Director, Injection Consulting

## Recruitment and retention are harder than ever

In Q4 2021 the UK and continental Europe face acute shortages of skilled workers due to multiple factors: ageing populations, reduced migration, as well as a pandemic-induced 'reset' which has prompted many to turn away from low-paid jobs with limited prospects.

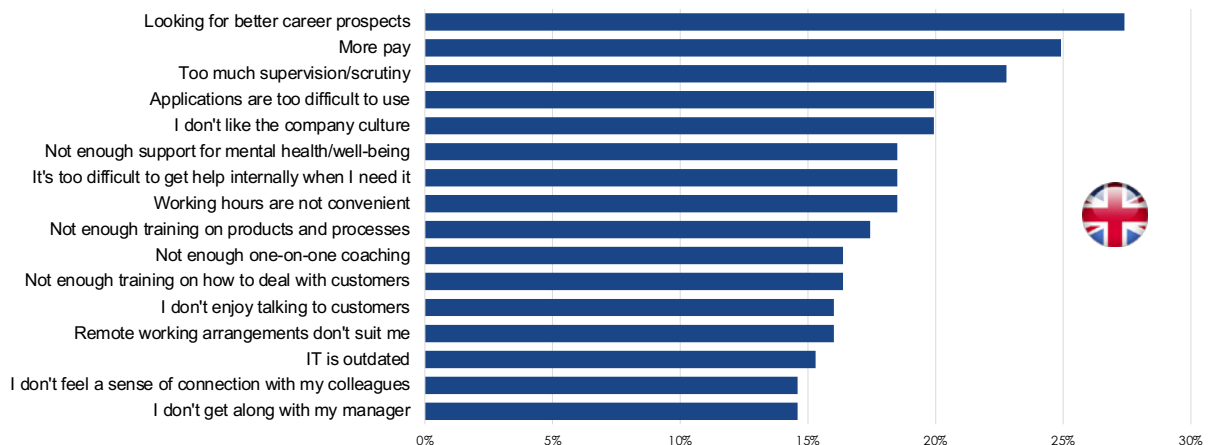
Today, contact centres face heavy recruitment competition from other industries starved of workers. The ability to attract and retain talent has never been more important.

### Percentage of frontline colleagues who report they are 'very likely' or 'somewhat' likely to change jobs in the next 12 months



Among those who say they are likely to switch jobs, what are their reasons? The picture differs by country.

**Figure 1:** Which of the following, if any, are potential reasons why you might choose to leave your contact centre job in the next 12 months? (Select all that apply).



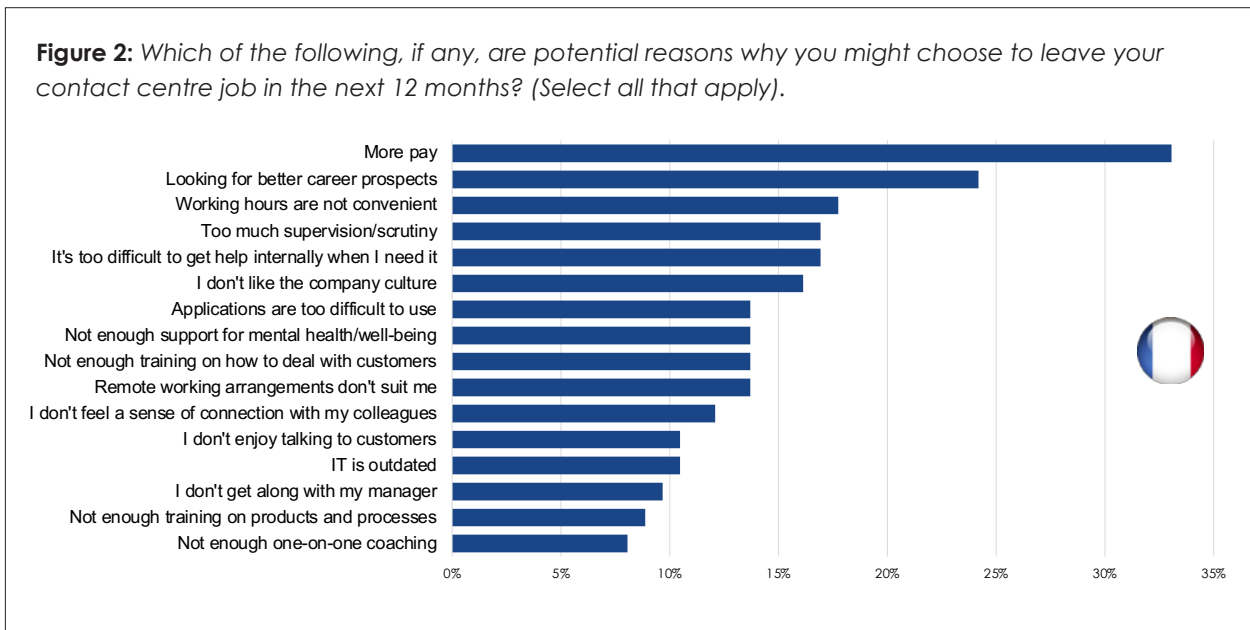
Base: n=281 (extremely likely, somewhat likely, or neither likely nor unlikely to leave job in the next 12 months)

In the UK, career prospects top the list of reasons to change job, followed by pay.

**Advisor:** *Over the last six months or so, we've lost so many good agents, because there's not been positions available for people that are eager to progress. People who had been with the company for over 10 years.*

The third most-cited reason to leave a UK contact centre role is too much scrutiny, while the fourth is difficulties in using applications – highlighting the detrimental human impact of overly complex or poorly-integrated back-office applications.

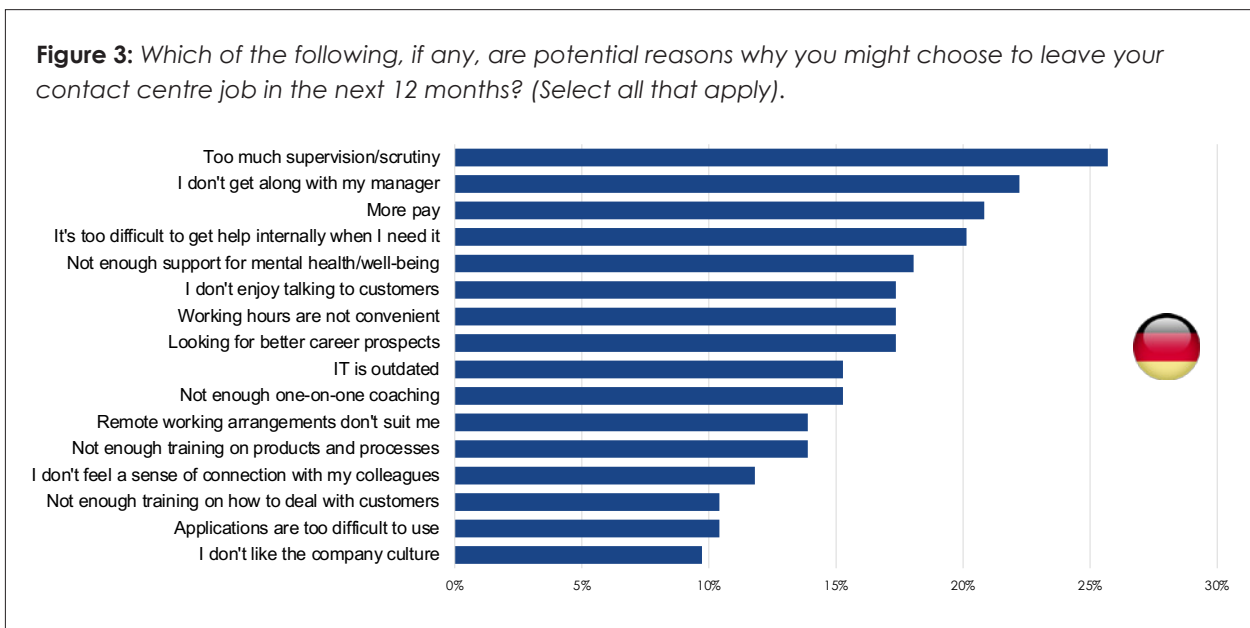
**Figure 2:** Which of the following, if any, are potential reasons why you might choose to leave your contact centre job in the next 12 months? (Select all that apply).



Base: n=124 (extremely likely, somewhat likely, or neither likely nor unlikely to leave job in the next 12 months)

In France, pay and career prospects are the dominant reasons for wanting to switch jobs.

**Figure 3:** Which of the following, if any, are potential reasons why you might choose to leave your contact centre job in the next 12 months? (Select all that apply).



Base: n=144 (extremely likely, somewhat likely, or neither likely nor unlikely to leave job in the next 12 months)

In Germany, 'too much supervision/scrutiny' tops the list of reasons to quit, followed by 'I don't get along with my manager'. Difficulties with getting

help internally and a perceived dearth of support for mental health/well-being also feature within the top five reasons to switch jobs in Germany.

## What colleagues want

Following extensive discussions with frontline teams and contact centre leaders, 13 core dimensions of colleague experience were identified, shown in Figure 4.

**Figure 4:** The 13 colleague experience drivers.

The contact centre offers me opportunities to progress my career	The contact centre involves frontline advisors in designing customer experiences
I feel a sense of connection to my colleagues in the contact centre	The contact centre takes on board feedback from staff to help improve internal processes
The contact centre trusts me to be able to work independently	The contact centre has a good relationship with other departments in the organisation
The senior management of the organisation cares about staff well-being	New applications and workflows are introduced in a way that minimises potential negative impact on advisors
I am kept up-to-date with news and developments in my organisation	I feel a sense of connection to the wider organisation outside of the contact centre
Senior managers in the contact centre understand the strengths and weaknesses of the tools and applications that advisors use	The tools and applications I use deliver value to the organisation
If I need to escalate something internally, I know how to do this	

Quantitative research was then used to collect colleagues' ratings on the 13 experience drivers. Two types of ratings were captured:

- 1) **Priority/relevance/expectations**, by asking survey participants to pick the three most important
- 2) **Personal experience**, as rated by participants on a five-point scale.

### Most relevant areas for frontline teams, by country

As illustrated in Figure 5, '**opportunities to progress my career**' tops the expectations list in the UK, followed by 'sense of connection to my colleagues in the contact centre' and 'trust me to work independently'.

Figure 5: Which of the following, if any, are the most important to you personally? (Select up to three).



Base: n=500

Like in the UK, in France, the top three priorities are the same with **'trust me to work independently'** top of the list.

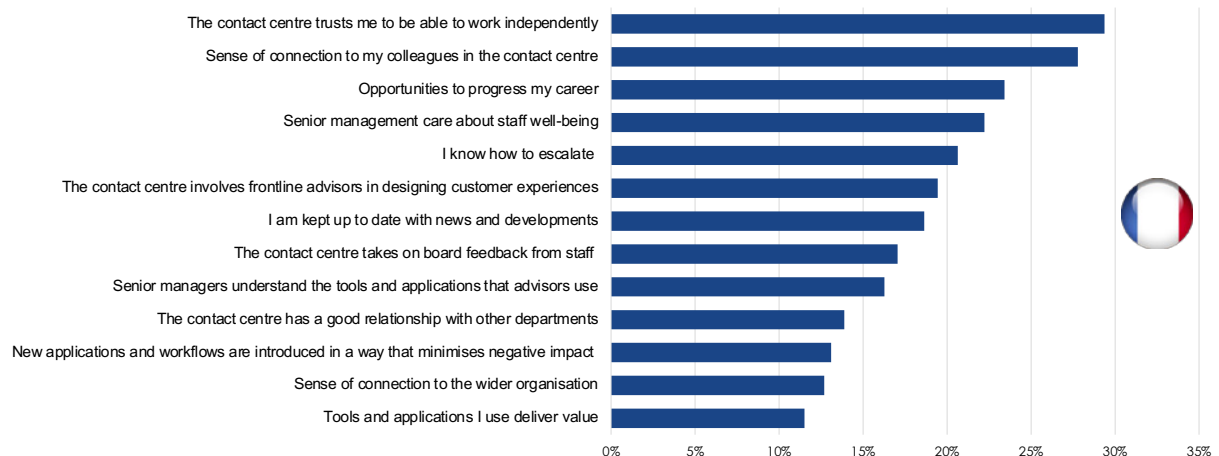
What is the meaning of 'trust me to work independently'? At one level this is about trusting colleagues to be responsible and accountable.

James Revell, Director of Internal Contact Centres, Air France KLM: **"What we say is you show trust in people. And that they give it back and work responsibly."**

Steven Lee, Director of Business Operations EMEA, LEGO®: **"I've got 100% confidence in our advisor population, because it's a role that's measured."**

At another level, as customer self-serve and automation take a greater share of simple interaction, 'trust me to work independently' also refers to equipping advisors to handle higher-value work, with greater involvement in decision-making.

Figure 6: Which of the following, if any, are the most important to you personally? (Select up to three).

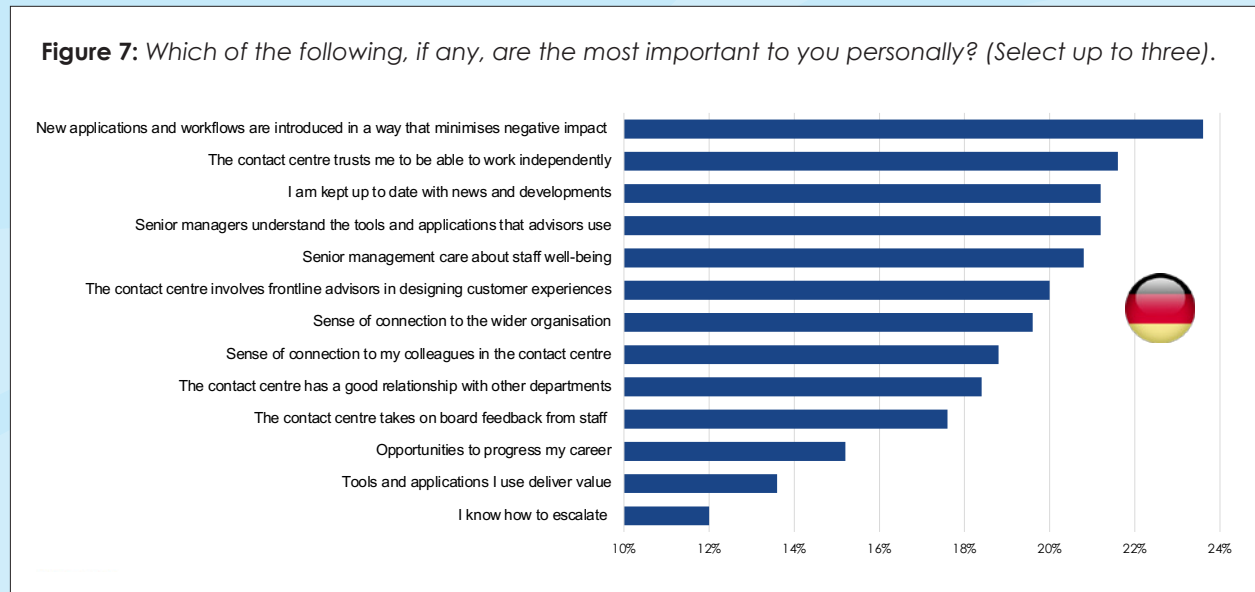


Base: n=250

While colleague priorities in the UK and France are similar, in Germany they are somewhat different. The desire to be able to work independently is also visible among German colleagues, but

career opportunities are lower down the list. The need for a sense of connection to contact centre colleagues is a lower priority in Germany than in the UK and France.

**In Germany the top expectation is that ‘new applications and workflows are introduced in a way that minimises negative impact’.**



Base: n=250

**Strategic priorities for leaders**

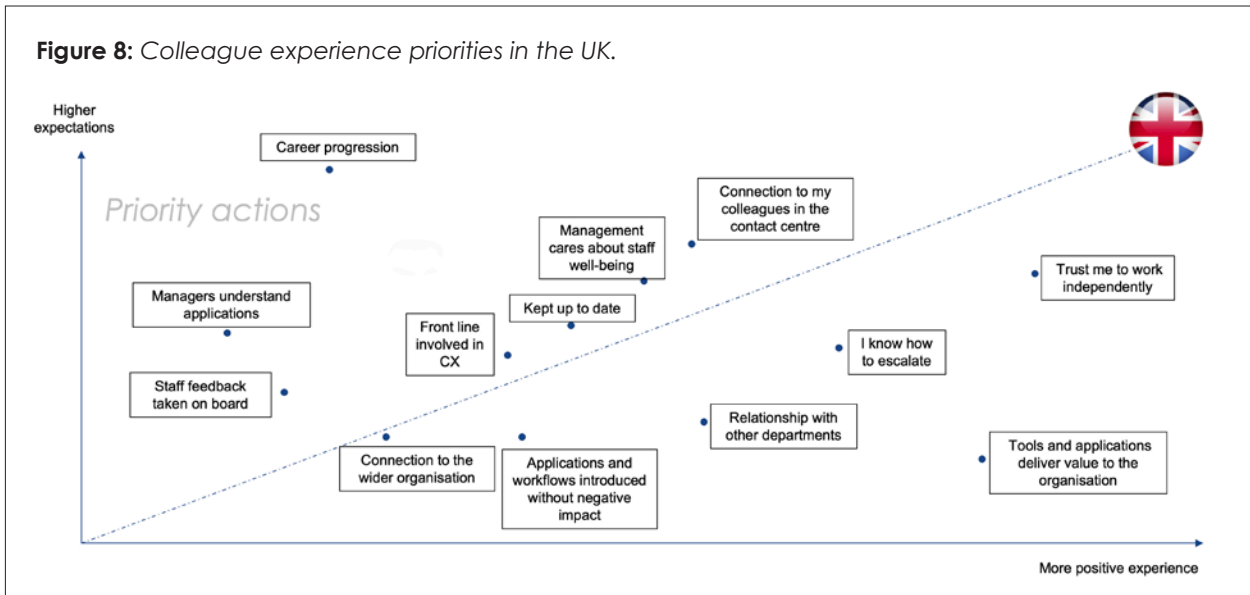
As valuable as it is to understand colleague expectations, this forms only part of the picture. In addition to rating priorities, we asked frontline colleagues to rate their personal experience for each of the 13 areas.

By plotting ‘expectations’, and ‘experience’

ratings together on X and Y axes, it is possible to identify action priorities.

*Disclaimer:* these findings are aggregated across a large number of contact centres and individual teams – action priorities for individual teams and operations may differ.

Figure 8: Colleague experience priorities in the UK.



Career progression stands out as a UK priority. And there is a gap between expectation and experience in the UK when it comes to senior managers understanding the strengths and weaknesses of the tools that frontline colleagues use. In a perhaps related point, there are also gaps when it comes to 'staff feedback taken on board' and 'management cares about staff well-being'. Comments from the focus groups shed some light on the above findings.

**Team leader:** *In the last employee engagement survey we did, one of the lowest scoring things was around systems.*

**Advisor:** *The management team do what they can. But there's such a high volume that often we don't get listened to. I feel guilty even messaging them as they have so much going on. I don't feel that our feedback is heard as often as it should be, because there's not enough management available. They're thinking big picture things rather than listening to what advisors need.*

**Advisor:** *The same systems provide conflicting information. Multiple contacts for the same person or multiple addresses. Just a convoluted mess. Like if someone comes in on social, they have a different contact.*

**Advisor:** *Quite a lot of our systems need a lot of*

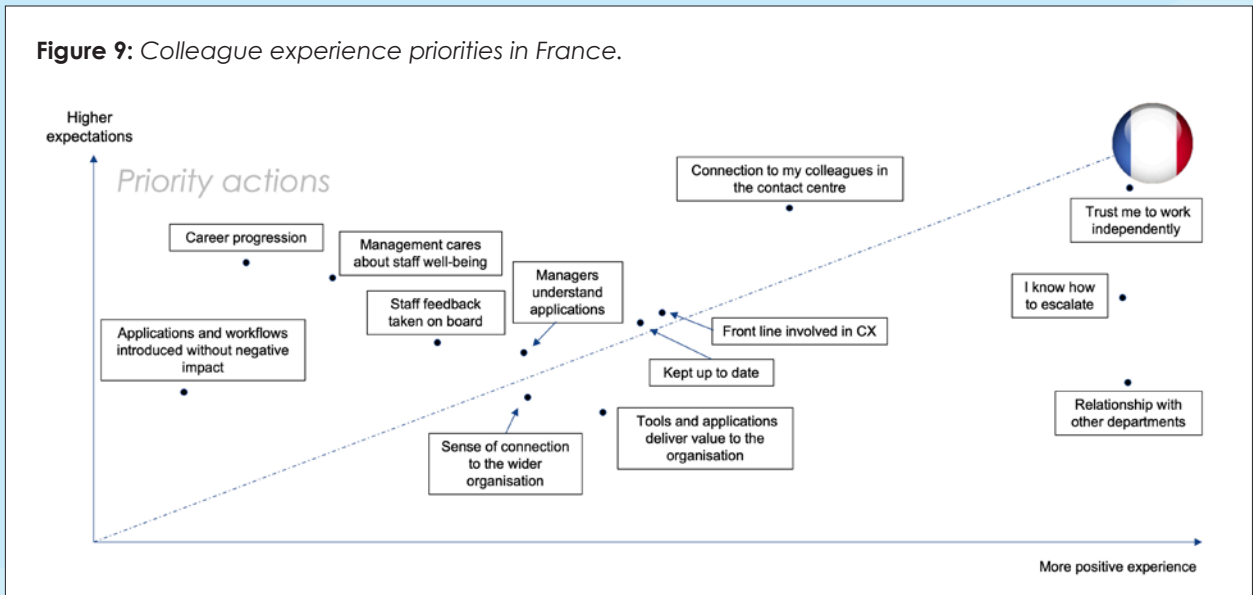
*manual intervention. More automation and less manual work would really benefit us.*

On an encouraging note, many contact centres are already deploying regular feedback sessions with frontline teams and are using the feedback as inputs to the development of products and experiences.

Alice Henderson, Customer Care Development Lead, John Lewis: ***"We have a 'Partner Ideas' platform to capture ideas. These turn into improvements, and it gives people an active space to put forward things that they want to change in the business. It's really helped engagement, because people can track the progress through this system and see what the output is and how it's implemented."***

**Team leader:** *We have sessions every month with different members of the senior leadership team. People can submit questions in advance to be covered during the sessions. One of the recent questions was about personal loan applications coming through the wrong line. We're immediately sending out a response off the back of that, and it's been picked up within 24 hours by the Head of Customer Experience.*

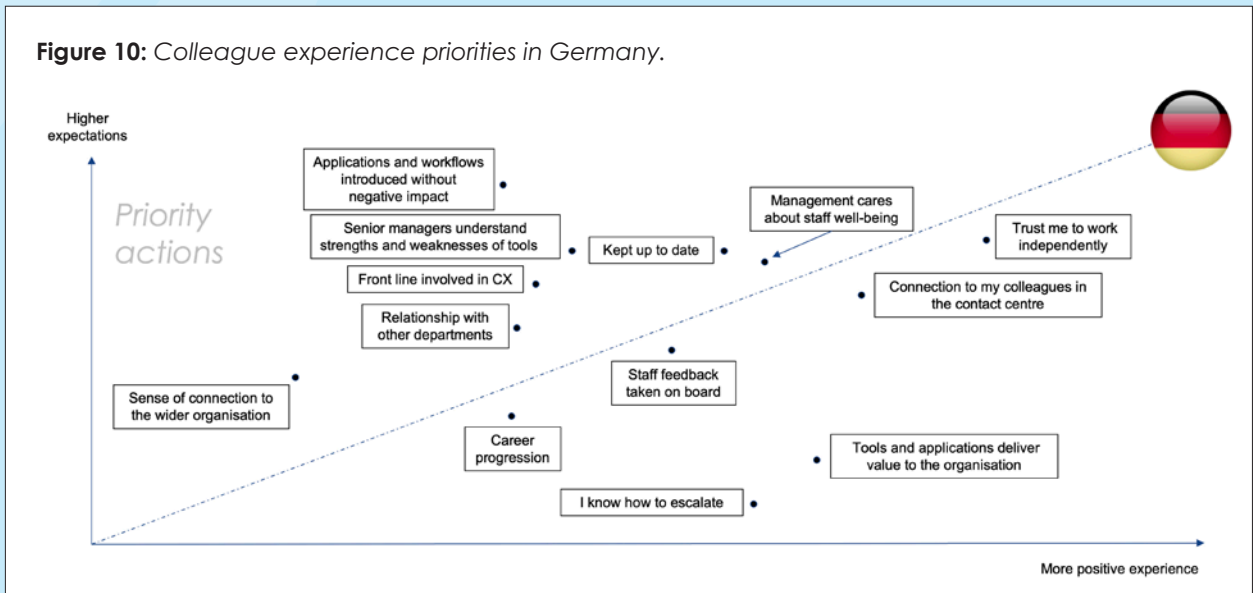
Figure 9: Colleague experience priorities in France.



In France, career progression is a strategic priority as it is in the UK, with a notable gap between colleague expectation and experience. 'Management cares about staff well-being' and 'staff feedback taken on board' are also priorities in France, as they are in the UK.

The gap between expectation and colleague experience is also noticeable in France for 'applications and workflows introduced without negative impact'. Although not among the very highest in terms of relevance, colleagues' ratings for this area are lowest of all of the 13 areas.

Figure 10: Colleague experience priorities in Germany.



In Germany there is a notable emphasis on the importance of tools and processes, and of frontline colleagues feeling part of the bigger picture.

Two strategic priorities across UK, France and Germany

**Two top priorities for improving the colleague experience in UK, France and Germany: (a) demonstrate that senior managers care about staff well-being, and (b) that senior managers understand the tools and applications that advisors use.**

When taking into consideration the gap between colleague expectations and colleague experience, two out of the 13 experience drivers stand out as being high priorities in all three countries.

**The senior management of the organisation cares about staff well-being**

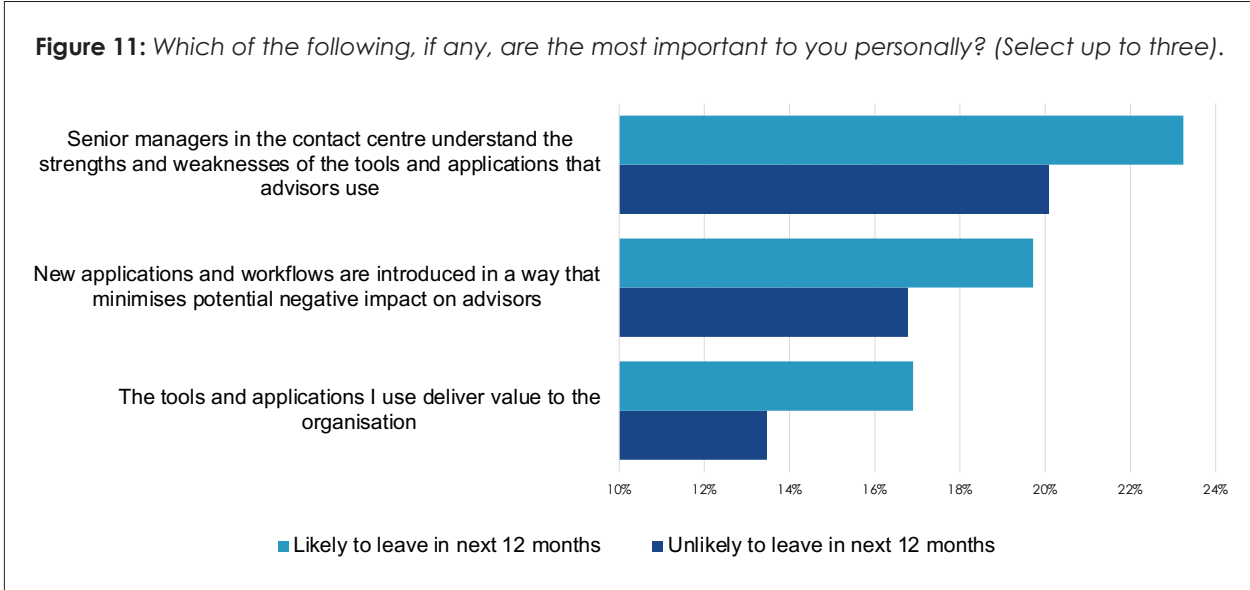
**Senior managers in the contact centre understand the strengths and weaknesses of the tools and applications that advisors use**

Effort and attention paid in these areas will help bridge the gap to colleague expectations.

**Colleagues at risk of leaving particularly care about their IT**

The role that IT applications play in the colleague experience is further underscored in an analysis of the priorities of those who say they are likely to switch jobs versus those who say they are not.

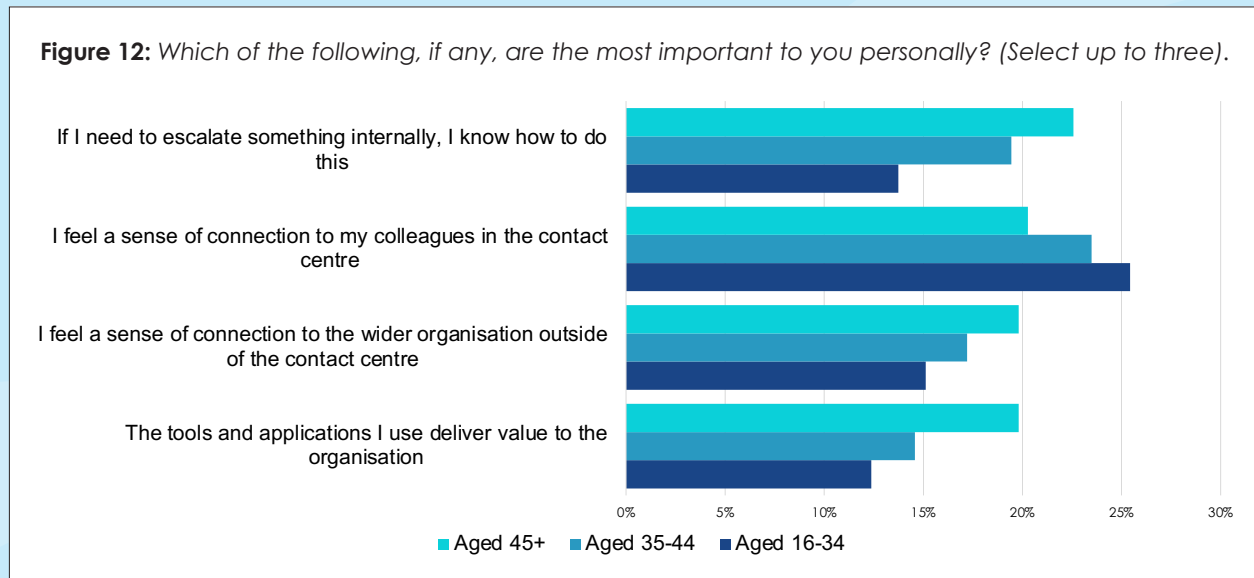
As illustrated in Figure 11, those who are at risk of quitting have especially high expectations of tools and applications.



Base: Likely to leave in next 12 months n=284, unlikely to leave in next 12 months n=453

## Generations at work

Drilling deeper into the expectations and experience of individual age cohorts reveals important findings and insights.



Base: 16-34 n=291, 35-44 n=494, 45+ n=217

As Figure 12 illustrates, feeling a sense of connection to colleagues is more important for younger colleagues. This is not unimportant for older team members, but mature colleagues have higher expectations than younger counterparts of being connected to the wider organisation, and

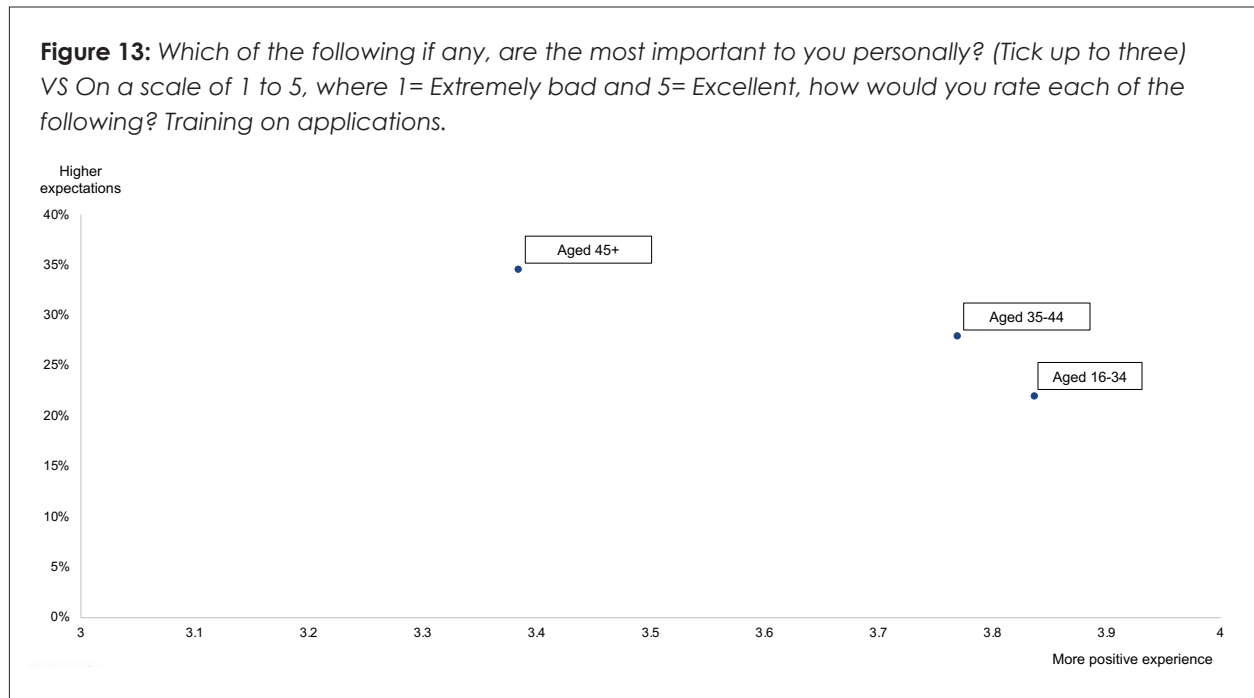
of being able to escalate matters when needed. More experienced colleagues also have higher expectations of using tools and applications that deliver value to the organisation.

**Whilst the sense of connection to colleagues in the contact centre is prized by younger advisors, with experience grows the desire for a sense of connection to the wider organisation and for applications in the contact centre to deliver value.**

## Applications training is especially needed for more experienced colleagues

CCMA consumer research has shown that people aged 45+ tend to be later adopters of self-serve and of digital contact channels. It's probably not coincidental that contact centre advisors in

their mid-forties and above tend to have higher expectations and a less positive experience of the training that is provided around applications.



As with customers, in the colleague population there is a risk of a 'digital divide' emerging between people who started their careers before the era of smartphones and instant messaging, versus younger workers for whom digital

applications are more intuitive. It is important that applications be implemented with the needs of all colleagues in mind, and that extra care and attention be placed on their training and ongoing support.

## Spinning plates: the proliferation of internal applications

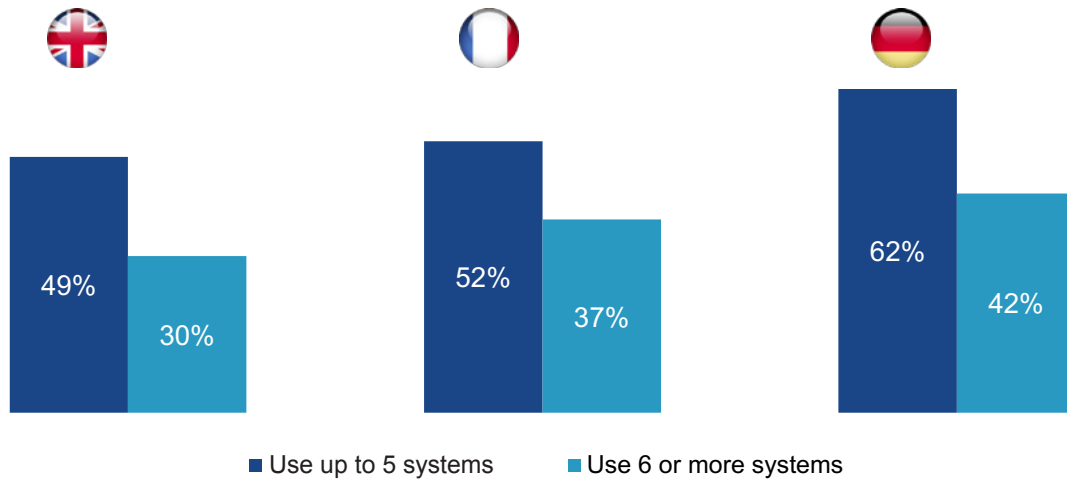
A consistent theme that emerged in the focus groups with both advisors and leaders was the need for those on the front line to operate multiple applications, often concurrently, **adding cognitive load** and **extending handling time** as advisors are forced to switch between applications.

This has been especially apparent in recent months as providers have accelerated the rollout of new customer channels in response to the

pandemic. A new channel often requires the advisor to use a new application.

On average, German advisors use more applications (5.4 applications on average) than their counterparts in the UK (5.0) and France (4.6). As Figure 14 illustrates, 62% of advisors surveyed in Germany use 5 or more applications, compared with 52% in France and 49% in the UK.

**Figure 14:** How many different systems/applications do you use in the course of your day-to-day work?

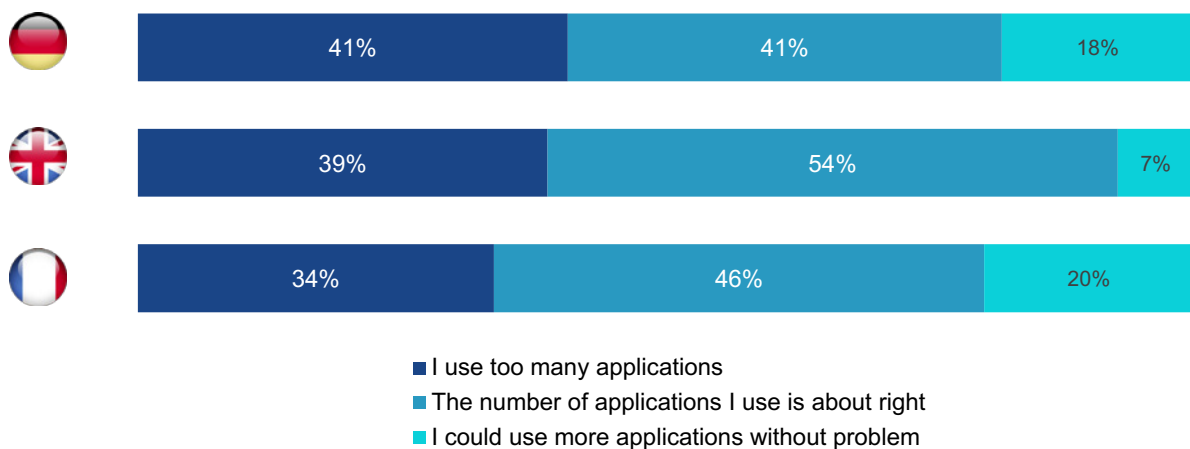


Base: UK n=500, France n=250, Germany n=500

As Figure 15 shows, German colleagues are also more likely to say that they use too many applications.

**39% of frontline colleagues in the UK, 41% in Germany and 34% in France report that they use too many applications. Only 7% in the UK say they could use more applications without a problem.**

**Figure 15:** Which of the following statements most applies to you in relation to the number of applications you use for contact centre work?



Base: UK n=500, France n=250, Germany n=250

Applications fragmentation is more endemic in larger contact centres. 61% of frontline colleagues in operations with 201 or more seats say they use five or more applications, compared with 55% in contact centres with 51-200 seats and 42% in contact centres with 50 seats or fewer.

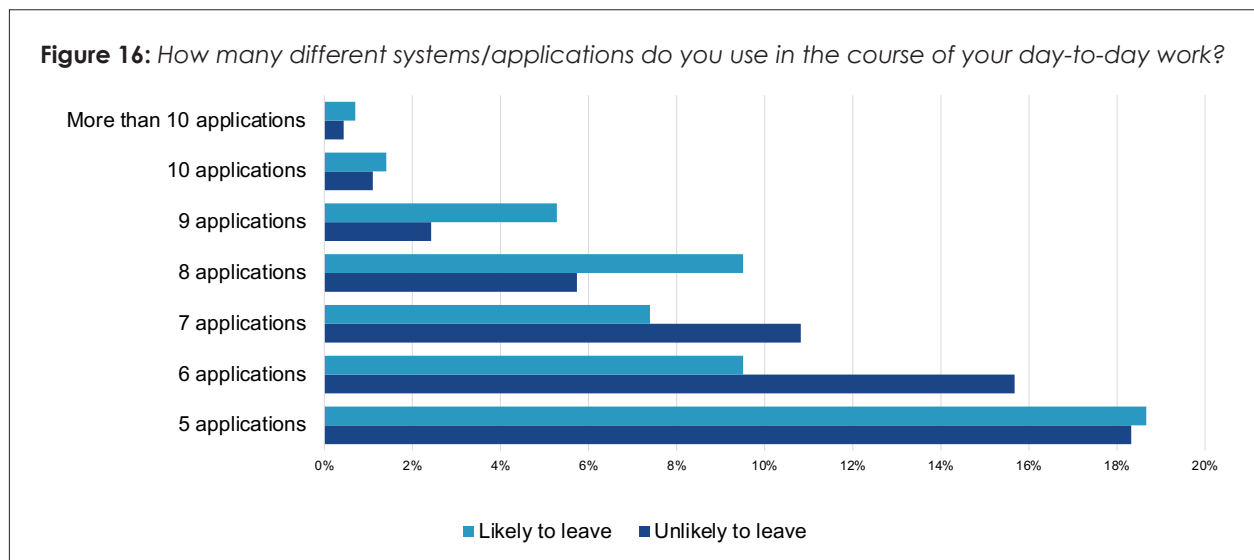
The challenges caused by lack of back-office integration were debated in the focus groups.

**Advisor: Everything's in a different place. You have to get knowledge from here to add it to there, and then customer details from this one to put over**

**here, record this in that system. It's just bananas.**

**Advisor: There's four different ways that our customers could contact us. Phone, email, social media, and we still get written letters. If only there could be one way that, no matter how customers contact us, it's there for everybody to see.**

Another analysis of those at risk versus not, suggests there may be a 'breaking point' that emerges once an individual is asked to use more than 7 applications.



Base: Likely to leave in next 12 months n=284, unlikely to leave in next 12 months n=453

**Those at risk of leaving their jobs are more likely to use 8 or more applications compared with those who are unlikely to leave.**

## A contact centre for the contact centre

In addition to the growing number of applications in use on the front line, remote working has given rise to a proliferation of internal communication channels. In contact centres where the implementation of additional channels has happened quickly, this has added to the pressure on team leaders.

**Team leader:** *You spend more time chatting online instead of doing any actual work. Yesterday, about seven people came to me in the space of a morning, and by the afternoon, I'd done absolutely nothing because I've been typing away like mad. In an office environment, you quickly fire conversations across the room, or just go up to somebody's desk and hash it out within the space of about 30 seconds. Whereas when you're typing it out, things can get miscommunicated.*

However, as Steven Lee, Director of Business Operations EMEA, LEGO® points out: ***"There's a place for email, for chat groups, for an intranet, as long as everybody's clear on what they are. It's just about making sure that you're not duplicating***

***messages and that you're clear about which channels are being used for what."***

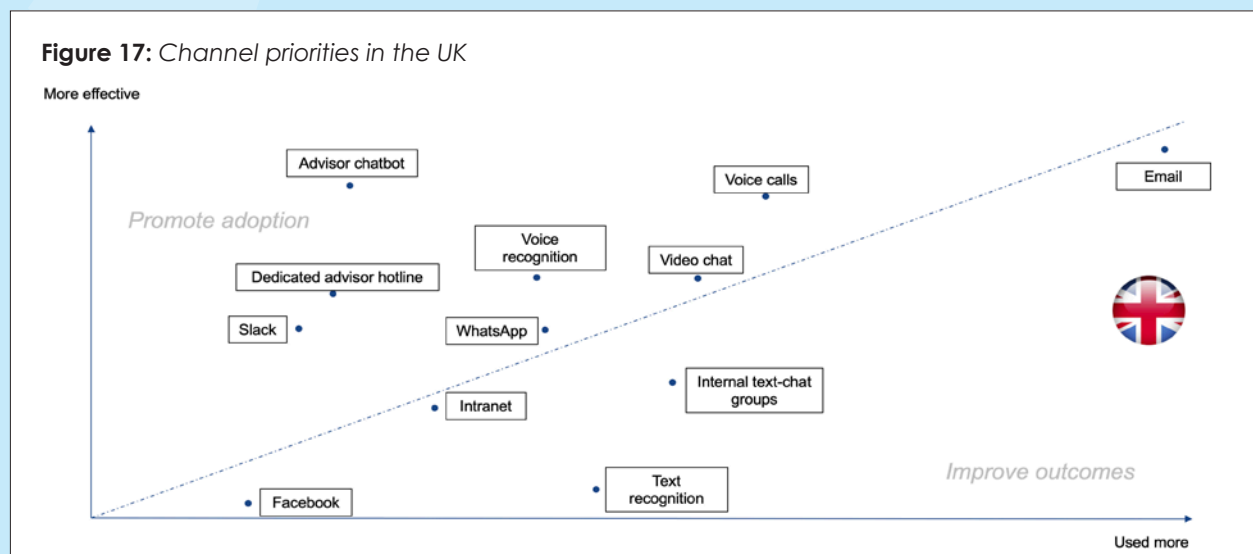
The parallels between the customer experience and the advisor experience extend even further.

Case studies of automation of advisor-facing applications are beginning to emerge alongside the growth of self-serve channels for customers. Responding to the need to manage rapid growth in support demand, contact centres are investing in self-serve advisor tools such as knowledge bases and advisor-facing chatbots.

## With so many internal channels now available, which ones offer the greatest potential?

By plotting 'usage' (percentage of frontline team members who use each channel) versus 'effectiveness' ratings together on X and Y axes, it is possible to identify channel priorities.

*Disclaimer:* these findings are aggregated across a large number of contact centres and individual teams – priorities for individual teams and operations may differ.



As illustrated in Figure 17 above, email is the most preferred and most used internal channel in the UK. 'Advisor chatbot' stands out as having high

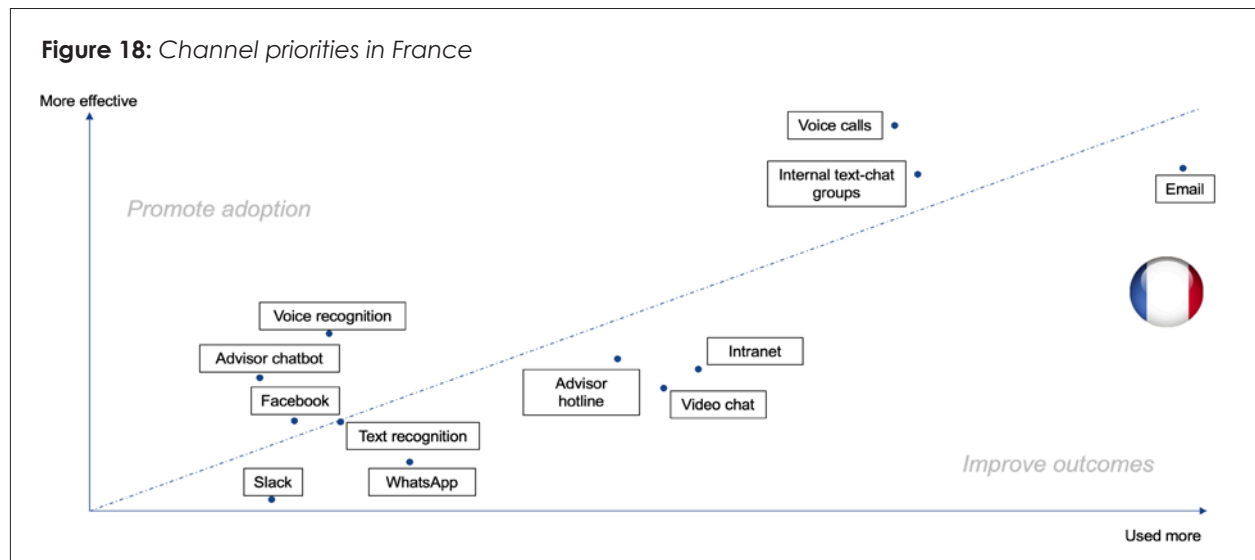
potential in the UK: as yet relatively low adoption but receiving relatively strong ratings from those who have access to an internal chatbot.

**Team leader:** I developed a chatbot that the company now uses to support agents working from home. When you find out how long it took to search for information or get a response from specialists, it was minutes. In call centres that makes a massive difference. It recognises certain phrases and triggers suggestions. Also, escalation was a problem as people working from home didn't know which managers were working at which times. We've integrated the rota into the chatbot so that agents can just type in 'escalate' and the chatbot will tell them which managers are in the office, which ones are online at home, so they know who to go to.

A dedicated advisor hotline, voice hotlines and speech analytics also receive high ratings in the UK as advisor-support channels.

**Team leader:** One of the things that we introduced was a dedicated line to senior advisors. Anyone that's talking to a customer that needs help can get straight through to a colleague who is able to see what the advisor is doing and guide them through the call. Or if it's an escalation, they'll be able to take the escalation. This helpline is targeted on its abandonment, same as for customers.

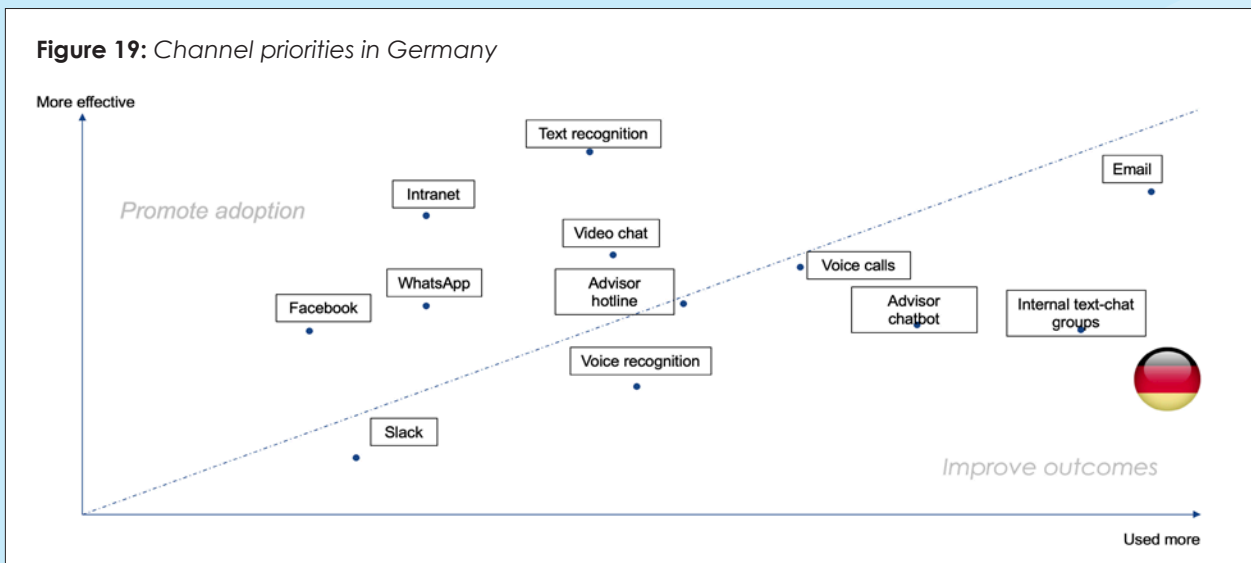
Alice Henderson, Customer Care Development Lead, John Lewis: **"Speech analytics have proved really valuable. You can immediately see the suppliers that are causing us the most issues in a customer's journey, which enables the trade teams to have better conversations. It also then drills down to the sentiment from the customer and makes for a brilliant coaching tool. The level of detail is phenomenal."**



As in the UK, email is the dominant support channel in France, with voice not far behind. Internal text-chat groups are rated particularly highly in France. Compared with the UK, voice recognition and

advisor chatbots are comparatively less popular than other support channels, but with effectiveness ratings higher than many other channels they represent high potential in France.

**Figure 19:** Channel priorities in Germany



As in the UK and France, email dominates the internal support channel landscape in Germany. Internal text-chat groups and chatbots are especially popular: 26% of advisors in Germany report having access to an internal chatbot,

compared with 22% in the UK and 12% in France. Support channels with high potential in Germany include text recognition, intranet, WhatsApp and Facebook.

## Five things we have learned about improving colleague experience

- 1. Trust is paramount.** Colleagues demand trust from employers and in return they will take on more of the higher-value tasks requiring complex decision-making that cannot be handled by automation.
- 2. Not everyone is the same.** More mature, experienced colleagues especially crave a sense of purpose and connection to the wider organisation and have higher expectations of software/applications training.
- 3. Empathy must be authentic.** Frontline teams want to work for managers that show empathy for their colleagues' well-being and actively seek to upgrade this through training, coaching and process and technology investments.
- 4. Enable the team with technology.** Automation tools such as advisor-facing chatbots, speech and text analytics play a pivotal role to help manage internal support demand and empower frontline teams.
- 5. Real integration will reduce stress.** Fragmentation across the systems and applications ecosystem is a real problem – a more focused, integrated approach to growth will reduce handling time and colleagues' stress.

This research has conclusively uncovered the considerations for contact centres looking to improve the colleague experience. The industry has made great strides in recent years upgrading systems and processes to improve customer experience. Now, against the backdrop of the most challenging recruitment environment in living memory, it's time to do the same for the people on the front line who serve customers.

## About the CCMA

The CCMA is the longest established association representing the call centre industry in the UK. We support contact centre managers through providing opportunities to network; to openly share best practice and to increase their skills and knowledge through specialist training.

Our aim is to offer timely and impartial advice to our members; to keep contact centre leaders in touch with changes in their industry; to provide credible benchmarking information and to help individuals maintain an awareness of the latest trends and developments.

Our membership association is not for profit, and our board is made up of people who work full time in the industry in operational roles. We are run by our members for our members.

For more information: [www.ccma.org.uk](http://www.ccma.org.uk) | @CCMATalk

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## About Colt

Colt strives to transform the way the world works through the power of connectivity. The Colt IQ Network connects 900+ data centres across Europe, Asia and North America's largest business hubs, with over 29,000 on net buildings and growing.

Colt understands business connectivity requirements and provides high performance and high bandwidth solutions to enable customers' success, with Colt's vision centering on being the most customer oriented business in the industry. Customers include data intensive organisations spanning over 210 cities in more than 30 countries. Colt is a recognised innovator and pioneer in Software Defined Networks (SDN) and Network Function Virtualisation (NFV). Privately owned, Colt is one of the most financially sound companies in its industry and able to provide the best customer experience at a competitive price.

For more information, please visit [www.colt.net](http://www.colt.net)

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## About Atos

Atos is a global leader in digital transformation with approximately 100,000 employees in 73 countries and annual revenue of around € 12 billion. European number one in Big Data, Cybersecurity, High Performance Computing and Digital Workplace, the Group provides Cloud services, Infrastructure & Data Management, Business & Platform solutions, as well as transactional services through Worldline, the European leader in the payment industry. With its cutting-edge technologies, digital expertise and industry knowledge, Atos supports the digital transformation of its clients across various business sectors: Defense, Financial Services, Health, Manufacturing, Media, Energy & Utilities, Public sector, Retail, Telecommunications and Transportation. The Group is the Worldwide Information Technology Partner for the Olympic & Paralympic Games and operates under the brands Atos, Atos Consulting, Atos Worldgrid, Bull, Canopy, Unify and Worldline.

For more information, please visit [www.atos.net](http://www.atos.net)

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## About NICE

With NICE, it's never been easier for organizations of all sizes around the globe to create extraordinary customer experiences while meeting key business metrics. Featuring the world's #1 cloud native customer experience platform, CXone, NICE is a worldwide leader in AI-powered self-service and agent-assisted CX software for the contact centre – and beyond. Over 25,000 organizations in more than 150 countries, including over 85 of the Fortune 100 companies, partner with NICE to transform—and elevate—every customer interaction.

NICE CXone is a worldwide leader in AI-powered self-service and agent-assisted CX software for the contact center – and beyond. Imagine the possibilities when your customers are effortlessly guided to quickly resolve their needs directly on your digital properties or matched with a well-prepared agent—every time and on every channel. Plus, with predictive analytics and embedded artificial intelligence (AI), your team can resolve issues faster, personalize each experience – and forge deeper loyalty with each customer.

For more information, please visit [www.nice.com](http://www.nice.com)

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