



Contact centre data: a business game-changer

February 2022

A CCMA Research Initiative

Supporting Partner



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Contact centres are a data and analytics hub

If one thing can be singled out as changing the game in modern business, it is the exponential growth in the availability of data, along with our ability to distil value from the data we collect.

Contact centres are no exception. Indeed, contact centres represent a data-gathering epicentre for every organisation, a place where vast amounts of raw data in the form of customer interactions are collected day in and day out.

Realising the potential of all this data requires work. It is extremely difficult for most organisations to get their data into one place for a joined-up analysis.

Software has automated and democratised much of the arduous task of processing data, but more than ever skilled human analysts are needed to turn this raw material into usable insight. There is wide variation between businesses in their data capability, with some still at the stage of taking baby steps.

In this report we outline some of the ways in which data is changing the game for contact centres. We provide examples of the value created, as well as strategies for building capability. We also highlight the main challenges to be overcome.

With thanks to...

The CCMA and Webhelp extend their sincere thanks to all contributors for their generous participation in the study.

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Foreword from CCMA

Data. Is there a word more over-used in business parlance today? But there are good reasons why. Systems and software provide the pipes, but data are the fuel, the raw material of modern commerce and every organisation's primary source of competitive advantage.

As contact centre professionals we have a particularly important role to play. Our operations house the single largest and richest repository of customer data anywhere in the organisation. The invaluable data we collect is used in every part of the business.

To make the most of this 'gold mine' many organisations have built their own data and analytics teams within the contact centre.

I was delighted to discover that many of these specialists started their careers on the frontline, so have an excellent and deep understanding that helps them make sense of contact centre data. The analyst role offers an exciting career path for advisors with a data mindset.

This report is packed with case studies, ideas and tips for every contact centre, whether you are just starting on your data journey or if you are a leading-edge organisation.



Leigh Hopwood,
CEO, CCMA

Foreword from Webhelp

Before the term 'data science' became commonplace, organisations have been analysing data to drive decision-making in finance, sales, marketing, product and operations. Analytics resources often went to the areas that data was more readily available, using data to understand and manage customer value. Managing the customer experience through data was more difficult.

With advances in the analysis of unstructured conversational data, the ability to understand the customer experience is easier, putting the contact centre at the heart of an organisation's efforts to transform their business. Analytics relies on a strong 360-degree view of the customer, and so I was delighted to work on this research project to explore how contact centre leaders are using data to broaden their 360-degree view, to benefit their customers and employees alike.

Our aim was to provide organisations with insights into best practices they could apply, regardless of their level of data maturity. We looked at how well organisations used data to drive their customer contact strategies, support operational decision making, and share insights with leaders in their

wider business, beyond the contact centre. The result is a fascinating insight into the how the use of data has played its part in elevating the contact centre from an operational function to a strategic game-changer.

One of my personal highlights comes from the data-driven operational management space. Using predictive analytics to spot signs of advisor churn shows how data can be used to put people first and support their wellbeing. Equally, using conversation data to spot and prevent customer churn shows that CX is becoming embedded in personalised contact that used to be the domain of marketing.

And there's much more, be it borrowing techniques from manufacturing to create a real-time insight command centre, or the culture and skills needed to be truly led by data - we hope this report shows how contact centres are transforming into operational and customer experience game-changers. I hope you find it an insightful read.



Chris Bryson,
Managing Director Global Analytics,
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Data strategy in the contact centre

"The contact centre is one of the key opportunities for digital transformation in most organisations today." - Martin Hill-Wilson, Emotive CX Mentor, Brainfood Consulting

Success in business has historically been achieved through superiority in supply-chain management, manufacturing, distribution, brand equity, or a combination of the above. Today, competitive advantage is increasingly determined by an organisation's ability to capture, analyse and act on data.

Everything that happens within a contact centre may be classified into three categories: customer experience, colleague experience, and operational efficiency. Effective use of data brings value to all these areas. Of course, customer and colleague experience and operational efficiency are closely related to each other, hence the same strategy or activity typically impacts all three at the same time.

"We use our data to drive the direction of travel for our people, through coaching, support and our training. We ensure we have a robust data set to have clear understanding of what we should measure." - Anita Yandell-Jones, Director of Service and Operations, Ecotricity

"What does the employee journey look like? And how do we make it easy for employees to join the organisation, enjoy what they do and have great conversations with customers? Then when they eventually leave to move on to new opportunities, to talk positively about their experience with us." - Kirk Bradley, Director, Commercial Operations, Bupa

"It's a mentality around continuous improvement through data, to support customers and support colleagues. It ties back to our company vision: to be a great company for customers and colleagues alike." - Richard Armstrong, Digital Operations Manager, Sage

The impact of technology

Modern platforms which aggregate multiple sources of data and present back information via a dashboard interface have simplified and democratised access to data in contact centres, at all levels of the organisation.

"In the past we'd capture information in Excel spreadsheets, produce some graphics as output and then email them to each other. Eventually we would catch up in a formal management meeting to go through the insights. That's how reporting used to work. Hard to produce, always rear-view mirror in terms of responsiveness. Now we've got dynamic dashboards, built in real time that we easily explore from macro to detailed views with a few clicks. Everyone from site manager to frontline colleague has appropriate insight into performance. That's very powerful way to encourage a responsive, forward-looking mindset." - Martin Hill-Wilson, Emotive CX Mentor, Brainfood Consulting

"Previously you'd never even tackle unstructured data. Today the ability to present that data right down to agent level to enable them to do their job better is significantly improved." - Kirk Bradley, Director, Commercial Operations, Bupa

However, not all technologies are fully matured and automation is not the answer to all questions. Some, like Natural Language Processing (NLP), may always require substantial human involvement to be sufficiently usable.

And while modern platforms have vastly improved the ability to deliver information, many organisations still face the significant challenge of fragmentation on the gathering side. This is exacerbated by channel proliferation, as each additional contact channel typically creates an additional data silo. Furthermore, information related to resource planning and workforce management typically resides in its own separate systems.

"If I need to know who's absent, I get that from my workforce management system. But if I need to know why, I get that from my HR system and from Power BI. The opportunity is how you bring those together and make it easy." - Kirk Bradley, Director, Commercial Operations, Bupa

Every modern organisation collects data from multiple customer touchpoints and internal sources and many have an ambition to achieve a single customer view.

"What really brings customer journey analysis to life is when it informs how customers are moving through the journey. Operational data like wait times, drop-outs and other data points can indicate whether it's a good or a bad journey but to make the case for improving those data points you need to be able to explain the impact on value outcomes like retention, cross-sell and repeat contact." - Adrian Morley, Change and Implementation Manager, Co-op

“ We capture user information from the website, in-app feedback, Trustpilot reviews, complaints, contact centre demand. All of that comes into a big pot of customer data, and then AI looks across all of this and identifies the themes. **”**

Michael Sherwood, Head of Digital Experience, Atom Bank

Joining the dots to get to a single customer view is often far from easy due to fragmentation of data in silos, or simply identifying customers in the first instance.

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“When the customer uses the email address, account number or telephone number that we associate with them it automatically creates workflow but if not, we’ve got to try and find that customer. It’s all there, but you’ve got to go through the records manually.” - Anita Yandell-

Jones, Director of Service and Operations,
Ecotricity

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Overcoming fragmentation is difficult in large legacy businesses, particularly ones which have not migrated to cloud. Newer businesses are not immune: rapid growth and channel proliferation create integration challenges even for the most technologically advanced organisations.

Data-driven operational management

Contact centres use data every day to help manage operations and productivity. Data is integral to defining what good looks like for case resolution and advisor performance, and to set targets and benchmarks.

These KPIs can then be openly shared across the team, helping to nurture a culture of transparency, fairness and consistency which encourages colleagues to pull in the same direction.

Equipping individual colleagues with their own dashboard empowers individuals to take ownership of performance and quality, to self-learn, and in doing so takes away some of the burden from managers. Dashboards enable individuals to benchmark their own performance against targets and gold standards and to drill down to uncover personal strengths and improvement areas.

"The top performers will always want to know how to do better. The middle and bottom performers want to improve too, but they also want to know the evaluation method is fair. It's reassuring to know that decisions about them are being made transparently, that everyone is subject to the same rules." - Adrian Morley, Change and Implementation Manager, Co-op

"Team leaders and the QA team will ask agents to put forward some of their best cases to input into scorecards. These will cover the resolution but even more importantly the behaviour that was exhibited. They'll do peer-sharing. As well as looking at development areas it's so important to align on what good looks like." - Nick Williams, Director of Customer Care, Gousto

"Traditionally you might have had a view that the perfect agent is somebody who gets through a reasonable proportion of calls per hour, has a great QA score, has a great NPS score or has a great first-time resolution. Through our analytics

work and when you look at the whole range of metrics, we find that the best agent isn't necessarily what you would traditionally think. For example in insurance claims, your best agent might be somebody who takes a little bit more time, care and attention to look after that customer rather than getting to the next customer quickly."

- Kirk Bradley, Director, Commercial Operations, Bupa

Beyond performance management, some contact centres are exploring the potential for data to assist with colleague engagement and retention, a particular hot topic at present given current challenges with recruitment and attrition.

"Could we use data to help us with current challenges that we have around recruitment, absence and attrition? Use data to predict people who might be likely to leave the organisation so you can intervene and have great discussions about staying?" - Kirk Bradley, Director, Commercial Operations, Bupa

Of course, most contact centres have long used data to inform resource planning and workforce management decisions. By more accurately predicting demand, contact centres can better flex resourcing to cope with spikes.

"When we send subscriptions, we see a spike in contacts. We used to recruit for fixed-term contracts that would last two, three months and put them through our full on-boarding and coaching, when we only really needed people for two or three weeks at a time. I was able to show that recruiting external people for two or three weeks on an hourly rate wasn't much more expensive. And it freed up my team leaders to focus on our core team." - Charlotte Martin, Head of Customer Contact Centre, Majestic Wine

Data-driven customer and channel management

Understanding the reasons why customers are making contact via 'demand analysis' is a foundation which serves as a springboard for a multitude of decisions.

A key outcome from demand analysis is identifying and separating out the 'good' demand from the 'bad' demand.

"It always amazed me how many contact centres that I'd worked in previously that didn't know why their customers were ringing them, and what proportion of that contact is valuable versus what is a waste of time for both you and the customer. Start there and fix the systems and the processes that are driving unwanted contact. Even if you do nothing else with the data that you've got, that will make a huge difference." - Michael Sherwood, Head of Digital Experience, Atom Bank

To convert raw data to usable information, a 'codeframe' is created to classify demand types. The codeframe must be simple and unambiguous enough for the advisor to use when speaking live with a customer, or for the customer themselves to use when in a self-serve channel.

Designing codes is done with a clear business

implication or action in mind – codes are only useful if the organisation knows what to do with them.

"We've done a lot of work on the reason codes for why customers are contacting us. How do we make sure that the team are using the correct ones? We used so many reason codes and it was difficult to group these into topics, whereas now we've got a good view." - Charlotte Martin, Head of Customer Contact Centre, Majestic Wine

In self-serve environments customers will self-select reasons for contact, while in assisted channels this is performed by the advisor. For some queries in certain situations, coding is done by both customer and advisor. Inevitably inconsistencies creep in, which can be addressed via machine learning to help calibrate the data set. A trained machine-learning capability also creates the possibility of coding automatically without requiring input from customer or advisor.

Of course, even the best coding provides only diagnostics. To work out and then take the appropriate action requires human involvement.

" If I'm calling in because I'm wondering when my box is going to arrive, as an agent, I might class that as a delivery concern. You might call in for the same thing but class it as an order enquiry. We have an NLP tool that reclassifies on the fly, so there is no subjectivity. ***"***

Nick Williams, Director of Customer Care, Gousto

"This is where the analysts come in. If we need to do a full process-type root-cause analysis, AI will take us part of the way down. Then the user experience team comes in and we'll have a look at the journey." - Michael Sherwood, Head of Digital Experience, Atom Bank

Once the contact centre has built a robust demand-analysis capability, this is used to forecast demand by channel, reduce bad demand, and plan changes and customer nudges to shift demand to the right places.

"We want to make sure that customers are not contacting us for transactional stuff where possible. Nobody wants to contact their energy provider unless they must. Operational and service models need to be designed to make it easy for customers to self-serve where appropriate so we can spend enough time with customers that really need our help resolving issues or concerns."

- Anita Yandell-Jones, Director of Service and Operations, Ecotricity

"Certain things just aren't fit for webchat. Sometimes it's much quicker to pick up the phone. We're using our online Help Centre to drive customers to the right channel." - Sharon Oley, Customer Services Director, Sage

Integration with CRM databases enables timely flagging of customers who may have specific requirements, to ensure their query is appropriately directed. In regulated industries, routing vulnerable customers to a specially trained team is common practice.

"We put a prompt against a customer who we think might be a churn risk. That allows the agent to then have a better and more informed conversation." - Richard Armstrong, Digital Operations Manager, Sage

When processes or products change, the impact on customers can be measured pre- and post-implementation, or if operating in an agile environment during beta by way of A/B testing.

"We use A/B control/variant testing everywhere. It might be looking at different methods of contact, or compensation initiatives. It might be looking at even different copy in our campaigns and customer journeys." - Nick Williams, Director of Customer Care, Gousto

From data to insights to action

Leading organisations have realised that the contact centre is a vast and rich repository of customer and operational information. And like oil or gold, data is worth nothing until mined. Ultimately, it is only as valuable as the business improvement that it drives.

"In order to keep your reporting lean and relevant use this line of questioning: what decisions do I need to make? Therefore what insights do I need to be able to make that decision? As a result, what data do I need to collect? Then purge any data collecting that fails the relevancy test."

- Martin Hill-Wilson, Emotive CX Mentor, Brainfood Consulting

Insights come from patterns and relationships between data points and are especially powerful when connecting customer feedback such as Voice of Customer surveys with internal operational and behavioural data.

Moving from an insight to an action requires mapping a data discovery to a business question or problem, constructing a story around this, and communicating effectively to influence change or drive an outcome.

Insights are typically generated in response to a specific question from the business, but they may also come from allowing analysts the freedom to mine data in an open-ended way.

“ Because of the nature of working with big data sets that require BI resource to interrogate, I like to start noodling around with a pivot table in Excel looking for something interesting and then use this as the basis for a request to run some analysis to delve deeper. **”**

Adrian Morley, Change and Implementation Manager, Co-op

As the capability to capture, store and extract insights from data improves, so does the ability to harness data in the moment. This triggers insights that are more forward-looking and proactive.

Real-time analytics are beginning to make their mark in contact centres, bringing the potential to improve strategic capability as well as drive operational efficiency.

"If we're thinking and planning in advance, we shouldn't have to react. There will be some fires that come. But we want those fires to be the 10% and the 90% predicting what's coming down the line." - Anita Yandell-Jones, Director of Service and Operations, Ecotricity

"We've long seen predictive analytics used within the actuarial sphere, to predict losses, sales and

renewals. More recently we've seen much more applicability in our world such as driving agent performance." - Kirk Bradley, Director, Commercial Operations, Bupa

"The proactive piece is where there's absolutely a huge amount of opportunity. We've done reactive, that's our bread and butter and we do that really well. But getting on the front foot proactively is the key to unlocking great experiences for customers." - Richard Armstrong, Digital Operations Manager, Sage

Armed with behavioural data it is possible to pre-set certain criteria, for example customer journey benchmarks, and automatically generate an alert when these criteria are breached.

"We've set up data points around happy paths. If the customer falls off the happy path, we intervene." - Richard Armstrong, Digital Operations Manager, Sage

"If it breaks the upper limit of the control chart, that sends an alert to the relevant product owner, to our customer solutions team, to the tribe lead and they'll regroup on the verbatim and quickly make changes. So only five customers may be affected rather than 5,000." - Nick Williams, Director of Customer Care, Gousto

With more sophisticated and seamless analytics and CRM integrations comes the ability to build in automated follow-up actions. Just as self-serve is diverting simple demand from human advisors, automation of low-level decisions frees up advisor and management time.

Analytics are also used to improve human decision making – an example being 'next best actions'.

"Rather than just using scripts and support material, we can use next-best actions to be much more proactive about our advice to members and also help our agents provide the right guidance more consistently." - Kirk Bradley, Director, Commercial Operations, Bupa

In most large organisations cross-functional collaboration is needed to be able to triage data from multiple sources. Moreover, when moving from insights to action the contact centre must coalesce effectively with other teams. Having a 'seat at the table' is a must, but the right to that seat is earned not given.

"We've been able to inform the business what customers are saying and give the business the early warning they couldn't have got anywhere else. Establishing those two things has significantly improved the standing of the contact centre in the business. This has helped us position it as a strategic asset rather than a cost." - Adrian Morley, Change and Implementation Manager, Co-op

"There has to be a huge amount of trust. We're all going after the shared goal." - Nick Williams, Director of Customer Care, Gousto

"I get the contact centre guys involved in the qual and quant market research, unpicking customer needs, because they're more customer-focused than anyone." - Michael Sherwood, Head of Digital Experience, Atom Bank

Further upstream, data collected in the contact centre is shared with other groups to inform and inspire potential improvement areas, from customer journey all the way through to product.

"Our NLP tool analyses positive and negative sentiment and gives us information that might lead to a proposition change. Our customers told us they really enjoyed our '10 Minute Meals' and could we do anything even quicker? After receiving this feedback from our contact centre it led us to come up with our 'Prepped in 5' range." - Nick Williams, Director of Customer Care, Gousto

"Our contact centre provides insights into what customers want from a healthcare provider. There is continuous two-way interaction between our customer-facing teams and our product people. Some examples of how this has led to innovation include new menopause products, and services related to gender dysphoria."

Kirk Bradley, Director, Commercial Operations, Bupa

¹ <https://www.salesforce.com/blog/what-is-marketing-attribution-model/>

² <https://www.statista.com/statistics/456679/digital-advertising-revenue-format-digital-market-outlook-worldwide/>

The rise of attribution

The 'Holy Grail' for any organisation is to be able to apply customer and operational metrics to financial outcomes, to understand cause and effect and prioritise investments and innovations.

"We get asked a lot about cost per contact. We help back up business cases for change and improvement." - Charlotte Martin, Head of Customer Contact Centre, Majestic Wine

"We tend to forget that contact centre metrics don't mean a lot to people outside the contact centre. It's much more eye-catching to be able to say to a stakeholder that, for example, 8% call abandonment will lead to 400 customers defecting which will cost us £30,000 so if we lower abandonment to 2%, we save £25,000 at the cost of £3,000 in overtime." - Adrian Morley, Change and Implementation Manager, Co-op

"It's great when I'm doing all-hands meetings to be able to say: every call that you handle is worth X. It connects the agent to the big picture and the role that they're playing." - Nick Williams, Director of Customer Care, Gousto

In the world of digital marketing, attribution is well established. Salesforce defines attribution as "the way in which marketers assess the value or ROI of the channels that connect them to potential customers."¹ Over the years digital attribution has become more sophisticated and modern MTA (Multi Touch Attribution) models are used to determine the relative contribution of an individual touchpoint on an individual customers' path to conversion.

Attribution is now emerging as a powerful force in the world of contact centres and customer experience. Developing robust attribution frameworks to link customer contact events to outcomes such as NPS, satisfaction and retention has the potential to turbocharge growth and investment just as it has done for digital marketing (in 2022 a USD500 billion industry²).

"It was one of my first priorities when I joined Gousto, when it was a much smaller business than it is now and I felt we needed investment into the department. I was able to prove the impact of CSAT uplift on retention." - Nick Williams, Director of Customer Care, Gousto

Building the data-driven organisation

Departmental silos and internal competition are realities in many organisations. Those that practice the agile management philosophy are used to quickly assembling ad-hoc teams with the necessary mix of skills to solve a given problem. Even non-agile companies are embracing agile principles to get the most from their data, with the needs of the customer being a unifying force that brings people together.

“It shouldn’t really matter whether somebody works directly in your part of the company or not. We’ve got many examples of where we call upon outside expertise to get the job done. One of the things we’ve implemented is agile missions. These encourage people to work across borders in squads made up of people from different areas, usually within 90 days.” - Kirk Bradley, Director, Commercial Operations, Bupa

As contact centres grow in prominence as both providers and users of data, capabilities are developing at a rapid pace. Reflecting the strategic importance, in-house data specialists operating within the contact centre are now commonplace. In addition, in most leading organisations a central Data Science centre of excellence sets the agenda and nurtures technical expertise. Collaboration and resource-sharing across cross-functional data teams is encouraged, as are job rotations.

“Analysts report into their functional head but work inside a tribe based around a customer problem.”

They also have various guilds to align and share best practices, how they work as a function, and sometimes share resources, for example if one tribe is over-indexed.” - Nick Williams, Director of Customer Care, Gousto

Beyond developing their ability to capture and analyse data, contact centres are taking a larger share of the actual follow-up.

“Before, the contact centre was just doing triage and allocating work to back-office specialist departments. Now the contact centre is doing more first contact resolution.” - Anita Yandell-Jones, Director of Service and Operations, Ecotricity

As contact centres bring more data specialists on board, leaders must give special consideration to the skills profiles and career pathways for these non-traditional roles. The successful data specialist working inside the contact centre must blend technical knowledge with an understanding of how the frontline operates. It is not unusual for contact centre analysts to have had frontline experience. Indeed, analyst roles offer a career pathway for advisors who have an interest in data.

In technical careers such as data and analytics, managers must themselves have a high degree of technical competency – if not to do the actual work, to be able to coach others to do the work.

Alongside technical competencies, the soft skills of communication and storytelling are essential for analysts to maximise their impact.

“ Frame it through the customer and the business lenses, rather than just reporting numbers. This will enable you to put forward recommendations for change, ensuring you are aware of the pitfalls, risks and assumptions. **”**

Anita Yandell-Jones, Director of Service and Operations, Ecotricity

Once established in the analyst role, influencing and relationship building become markers of progression along with increased line management responsibilities.

“Are you capable of not only analysing and getting to the truth, but of communicating with gravitas? Then it's about your ability to influence change.” - Michael Sherwood, Head of Digital Experience, Atom Bank

“Getting more involved in strategy. Mentoring and developing others. Pushing ideas forward. Making an impact outside your tribe.” - Nick Williams, Director of Customer Care, Gousto

At the higher levels, career paths can diversify – line management versus domain expertise.

Career spotlight: Richard Armstrong, Digital Operations Manager, Sage

“ Data tells a story which you can then do something with. It raises awareness and helps you make better decisions.

I started 14 years ago in customer services, supporting on payroll software. I went on to coach and train and into escalations and team management. Then I moved to the Change and Readiness Team before coming back to the contact centre.

My mindset came from my time with the Change and Readiness Team. Using data to help different areas across the business make decisions. Nothing says it better than our customers. You can't argue this. It's factual, it cuts through ambiguity and hearsay.

I've been on the phones, talking directly to customers, and I've trained and coached other customer-facing people. This really helps me to see in the data the customer's perspective, the stumbling points in the journey and the pain points that we can work on.

I've learned on the job and from specialists in the business such as our data scientists.

There's a fantastic opportunity to create alignment not just in customer service, but with the retention teams and the loyalty teams. To bring it all together. **”**



Data-driven decision making

In large organisations full of HIPPOs (Highest Paid Person's Opinion) and ZEBRAs (Zero Evidence But Really Assertive), a culture of data-driven decision making helps puts the interests of customers and colleagues first and foremost.

"Operational environments are busy with lots going on. Everyone's got an opinion and there can be a lot of emotion flying around. It's good to take time out to examine what the data is telling us. Should we take action? And what action should we take?"

- Adrian Morley, Change and Implementation Manager, Co-op

From time to time, the data may point towards a direction that is unexpected or even controversial. These situations require fortitude and the right framing. Data-led organisations are defined by a culture that allows unpopular or difficult decisions to be ratified, if the data supports it.

"You've got to make sure it's not about you, but about the customer and about the business. You can disarm whatever it might be by using the voice of the customer, bringing that to life and using facts, so that people know it's not about you."

- Michael Sherwood, Head of Digital Experience, Atom Bank

Human intuition plays an integral part in even the most data-led organisation. As the volume of data proliferates we rely more than ever on the skill of humans to interpret, rather than take things at face value.

"You can have all the data in the world, but you often have to use your intuition to make final decisions on it. It's pretty much the Pareto 80/20 rule here. 80% of the decisions are purely from the numbers, but we have the intuition and intellect to ask: what does that tell us?" - Kirk Bradley, Director, Commercial Operations, Bupa

For contact centres of all shapes and sizes, data is a game-changer for customers, colleagues and the business alike. The application of data and analytics transforms operational management, but its impact can be even more far-reaching: helping contact centres attract investment by connecting the dots between customer contact and business outcomes, and promoting a culture of transparency and fairness.

6 ways in which data is changing the game for contact centres

As in every other part of the organisation, data is transforming how contact centres operate and the quality of the experience for customers and colleagues alike. Most contact centres collect a huge amount of information both via internal operational and behavioural data as well as customer and colleague surveys. The following are some ways in which leading-edge contact centres are deploying this data for maximum impact.

- 1 Real-time analytics deliver personalisation to the customer and help colleagues make better decisions
- 2 Individual dashboards allow advisors to take control of own performance, freeing up managers
- 3 Analyst roles in the contact centre offer new career paths for colleagues who can bridge the technical gap to tell compelling stories from data
- 4 More opportunities for contact centres to collaborate with other functions
- 5 Through better attribution, raises the profile and strategic importance of the contact centre
- 6 Reinforces a culture of fact-based decision making, using data to 'bust myths'

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 | [@CCMATalk](https://twitter.com/CCMATalk)

About Webhelp

Webhelp designs, delivers, and optimises unforgettable human experiences for today's digital world – creating game-changing customer journeys. From sales to service, content moderation to credit management, Webhelp is an end-to-end partner across all B2C and B2B customer journeys. Its over 100,000 passionate employees across more than 55 countries thrive on making a difference for the world's most exciting brands.

For more information: www.webhelp.com | <https://www.linkedin.com/company/webhelp>



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