The Evolving Customer Experience Management (CXM) Talent Model: The Rise of the Super Agent

Customer Experience Management (CXM) Services
Market Report – March 2018: Complimentary Abstract / Table of Contents

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Custom research capabilities

- Benchmarking | Pricing, delivery model, skill portfolio
- Peer analysis | Scope, sourcing models, locations
- Locations | Cost, skills, sustainability, portfolio – plus a tracking tool
- Tracking services | Service providers, locations, risk
- Other | Market intelligence, service provider capabilities, technologies, contract assessment

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Overview and abbreviated summary of key messages

This report aims to provide an understanding of the impact of digital shift on the CXM talent model. It covers the evolution of CXM delivery pyramid due to increasing digitization of simpler and repetitive transactional tasks. It also covers the drivers behind this change and the impact of this shift on the key attributes of the talent model including agent profile and skillset requirement, shoring-mix, recruitment and L&D processes, and KPIs. Finally, the report provides some key action-steps for service providers and enterprises, to successfully navigate this change.

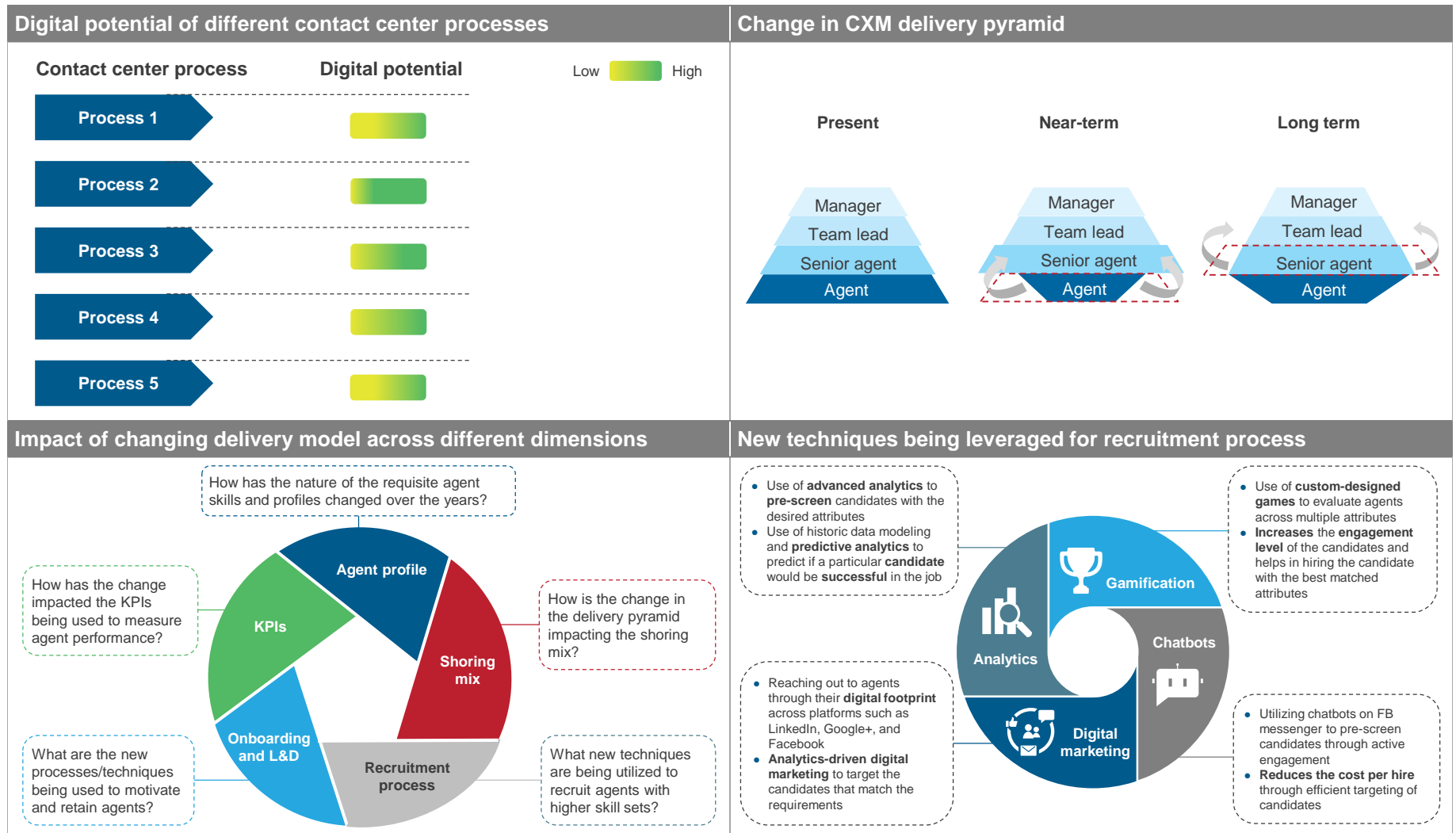**Some of the findings in this report, among others, are:**

Evolving CXM delivery pyramid

- The CXM industry is witnessing a shift from arbitrage-first to digital-first play, driven by increasing focus on customer experience and rising adoption of next-generation technology solutions
- Automation of transactional tasks is resulting in increasing complexity of work managed by agents. This is re-shaping the CXM delivery pyramid as the demand for agents at the bottom of the pyramid is shrinking

Change in talent model

- The CXM agent profile is undergoing a rapid change, with increasing focus on qualities such as multi-tasking, technical expertise, problem-solving, etc. Growing adoption of bots and analytics is driving demand for new agent roles such as machine trainers, analysts, etc.
- The recruitment process has undergone a digital shift to align with the changing talent requirements. There is increasing adoption of social media channels, gamification, and automation to target the digitally-savvy agents
- There is rising focus on reskilling and upskilling the existing workforce to make them equipped to handle complex queries. Learning and development process is evolving to increase agent engagement and manage attrition rate

This study offers two distinct chapters providing a deep dive into key aspects of CXM market; below are four charts to illustrate the depth of the report

Digital potential of different contact center processes

Contact center process **Digital potential** Low ▬ High

- Process 1
- Process 2
- Process 3
- Process 4
- Process 5

Change in CXM delivery pyramid

Present
- Manager
- Team lead
- Senior agent
- Agent

Near-term
- Manager
- Team lead
- Senior agent
- Agent

Long term
- Manager
- Team lead
- Senior agent
- Agent

Impact of changing delivery model across different dimensions

How has the nature of the requisite agent skills and profiles changed over the years?

How has the change impacted the KPIs being used to measure agent performance?

How is the change in the delivery pyramid impacting the shoring mix?

What are the new processes/techniques being used to motivate and retain agents?

What new techniques are being utilized to recruit agents with higher skill sets?

Pie chart segments:
- Agent profile
- Shoring mix
- Recruitment process
- Onboarding and L&D
- KPIs

New techniques being leveraged for recruitment process

- Use of **advanced analytics** to **pre-screen** candidates with the desired attributes
- Use of historic data modeling and **predictive analytics** to predict if a particular **candidate** would be **successful** in the job

- Use of **custom-designed games** to evaluate agents across multiple attributes
- **Increases** the **engagement level** of the candidates and helps in hiring the candidate with the best matched attributes

Circle segments:
- Gamification
- Chatbots
- Digital marketing
- Analytics

- Reaching out to agents through their **digital footprint** across platforms such as LinkedIn, Google+, and Facebook
- **Analytics-driven digital marketing** to target the candidates that match the requirements

- Utilizing chatbots on FB messenger to pre-screen candidates through active engagement
- **Reduces the cost per hire** through efficient targeting of candidates

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Research calendar – Customer Experience Management (CXM) Services

| | Published | Planned | Current release |

Flagship CXM Services reports	**Release date**
Contact Center Outsourcing (CCO) Market for the Healthcare Industry – SPL with PEAK Matrix™ Assessment 2017	January 2017
Contact Center Outsourcing (CCO) – Service Provider Landscape with PEAK Matrix™ Assessment 2017	June 2017
Contact Center Outsourcing (CCO) – Service Provider Profile Compendium 2017	July 2017
Contact Center Outsourcing (CCO) – Annual Report 2017	August 2017

Thematic CXM Services reports	
From Multi-channel to Omnichannel Customer Experience	May 2017
Impact of Brexit on the UK Contact Center Market – The Only Thing Certain is Uncertainty	July 2017
Delivering Omnichannel Customer Experience	September 2017
How Good are CCO Providers in Providing Digital Customer Experience – Buyers' Perspective	September 2017
Philippines Pivoting to Deliver Customer Experience of the Future	October 2017
Chatbots Delivering Enhanced Customer Experience: It is Easy to Get it Wrong	October 2017
The Business Case for RPA and Chatbots in Contact Centers	December 2017
The Evolving Customer Experience Management (CXM) Talent Model: The Rise of the Super Agent	**March 2018**
Role of AI and Cognitive in Delivering Customer Experience of the Future	March 2018
Digital Contact Center Overview	Q2 2018
PEAK Matrix for Chatbots / Virtual Agents	Q2 2018

Note: For a list of all Customer Experience Management (CXM) Services reports published by us, please refer to our website page

Additional CXM Services research references

The following documents are recommended for additional insight into the topic covered in this report. These documents either provide additional details or complementary content that may be of interest

1. **The Business Case for RPA and Chatbots in Contact Centers** (EGR-2017-1-R-2462); 2017. This report provides an introduction to SDA and evolution of SDA solutions in CCO. Its major focus is on the business case for adoption of RDA, RPA, and chatbots in contact centers and the typical SDA adoption journey for enterprises. It also includes a set of case studies of enterprises currently using SDA to improve customer experience, along with key learnings

2. **Chatbots Delivering Enhanced Customer Experience: It is Easy to Get it Wrong** (EGR-2017-1-V-2373); 2017. This viewpoint answers some key questions that enterprises face regarding chatbots adoption. It analyzes the drivers for increasing the demand for chatbots in the market and the key challenges to wider enterprise adoption. It also provides insights on best strategies that enterprises can adopt to develop and deploy chatbots

3. **Contact Center Outsourcing Annual Report 2017 – Disruption is Here: The End of Contact Centers as We Know Them** (EGR-2017-1-R-2297); 2017. The CCO industry grew at a rate of ~3% in 2016 to reach US$78-80 billion. This report will assist key stakeholders (buyers, service providers, and technology vendors) to understand the changing dynamics of the CCO market and help them identify the trends and outlook for 2017-2018. In this backdrop, the report provides comprehensive coverage of the global CCO market including detailed analysis of the market size and growth, buyer adoption trends, CCO value proposition & solution characteristics, and the service provider landscape

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