

Customer Contact

Customer contact during & after COVID-19

May 2020



Results Customer contact during & after COVID-19

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Methodology

Goal: Customer Contact wants to understand **how the sector has adapted to the lockdown** and how every organization is preparing for the **post-COVID-19 era**. The goal of the survey is twofold:

- knowledge sharing to their members,
- disseminating relevant insights to the media and government with the aim of having an impact on the further exit strategy and future work within the customer contact sector.

Data collection: An invitation was sent to the members of Customer Contact and a call for participation was launched via the newsletter and on social media channels. This resulted in n=63 incomplete and **n=41 completes** of companies in the Customer Contact sector.



IMPACT ON EMPLOYEES

The lockdown has a major impact on the customer contact sector.
With an **almost complete shift to homeworking** and temporary unemployment for some.

During the past period, companies have been **very creative** in finding ways to **engage, coach** and train their employees **remotely**.

9 out of 10 indicate that the **general well-being** of employees has become a **daily concern** for team leaders.

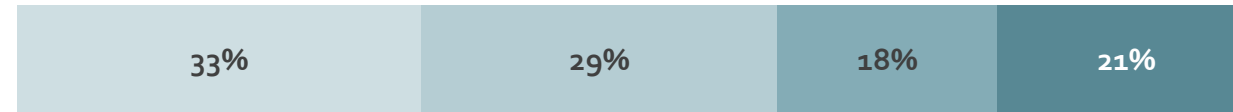
Impact on employees

Reorganization due to Corona measures

8 out of 10 switched almost completely to teleworking, while this was common practice amongst only 4 out of 10.

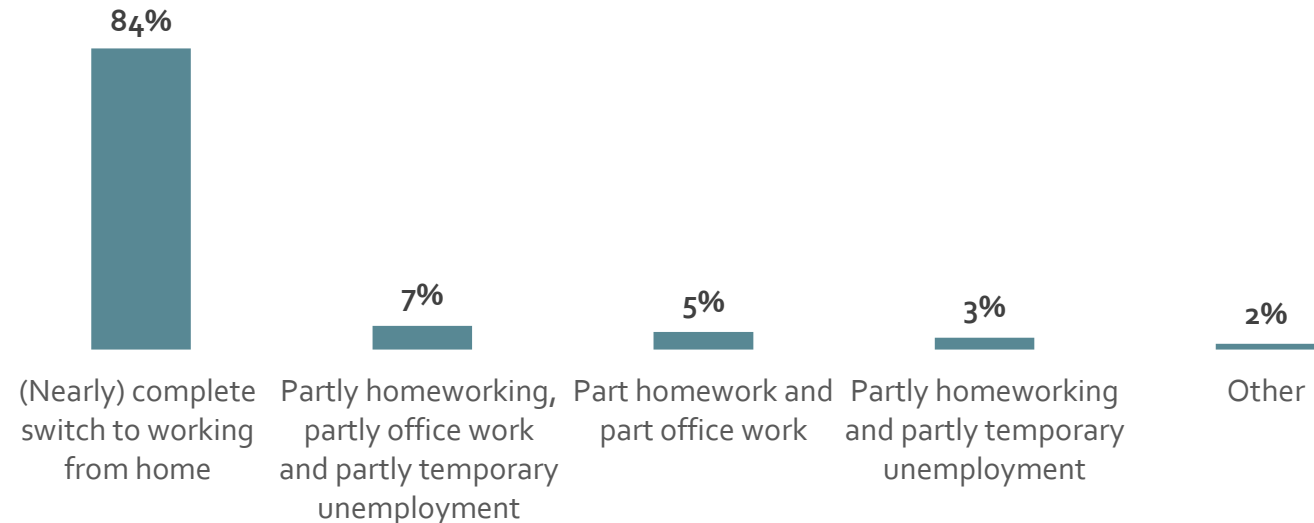


Teleworking before



■ Not or to a very limited extent ■ To some extent ■ To a significant extent ■ To a very large extent

Switch to telework



Engaging from a distance

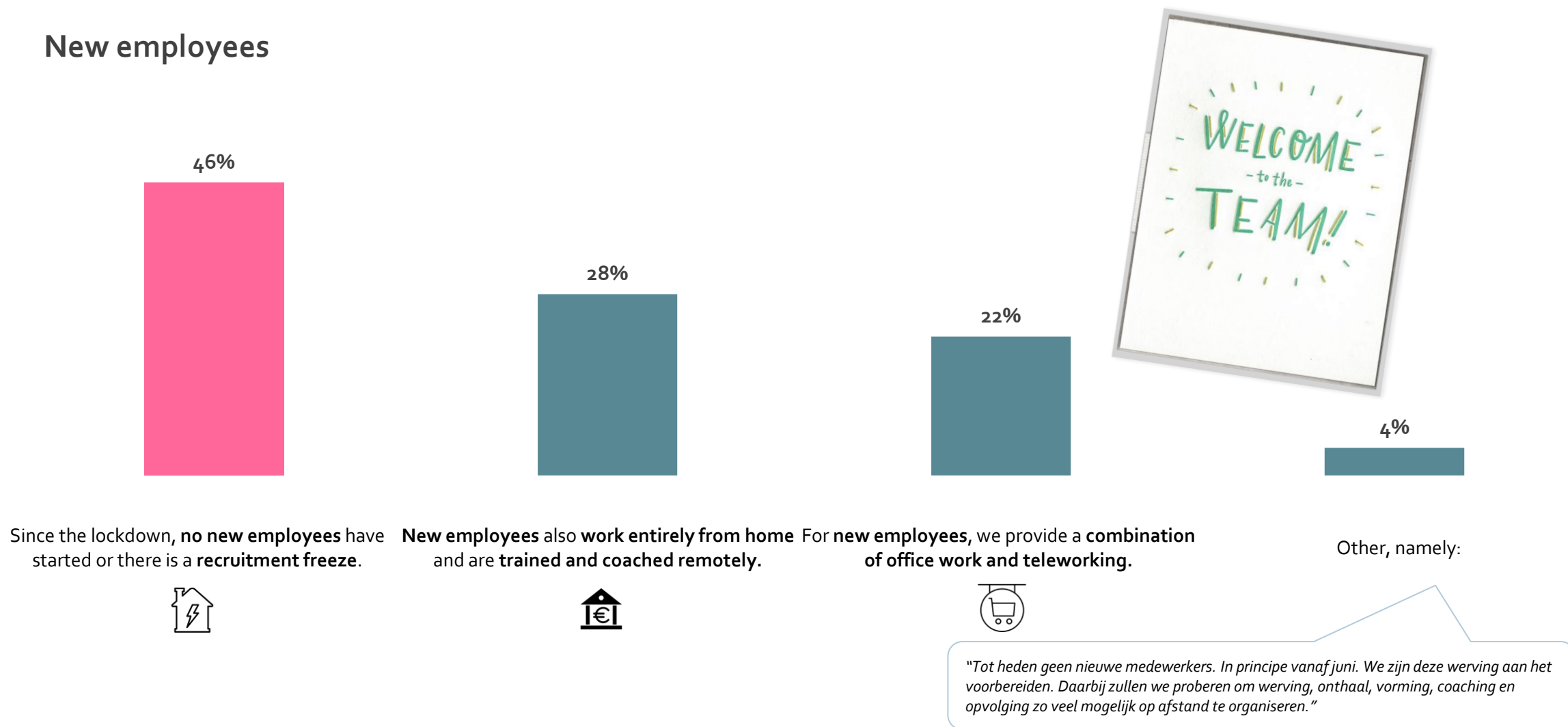
Most companies got creative in engaging their employees from a distance.



Training from a distance

During the lockdown, no new employees were hired by half of the companies. Starters at other companies were immediately immersed in the renewed homeworking regime.

New employees



Employee situations during lockdown

9 out of 10 indicate that the **general well-being of employees** has become a **daily concern** and point of attention for team leaders.

- 83% indicate **employees with (young) children** find it **harder to concentrate**.
- 80% indicate **certain people** are **becoming increasingly lonely**, social contact with colleagues is a great added value for them.



Employee situations during lockdown



88% of the **technically/economically/temporary unemployed** hope to return to work soon.

Employee situations during lockdown

Now **more focused** on the **human aspect** of the job.

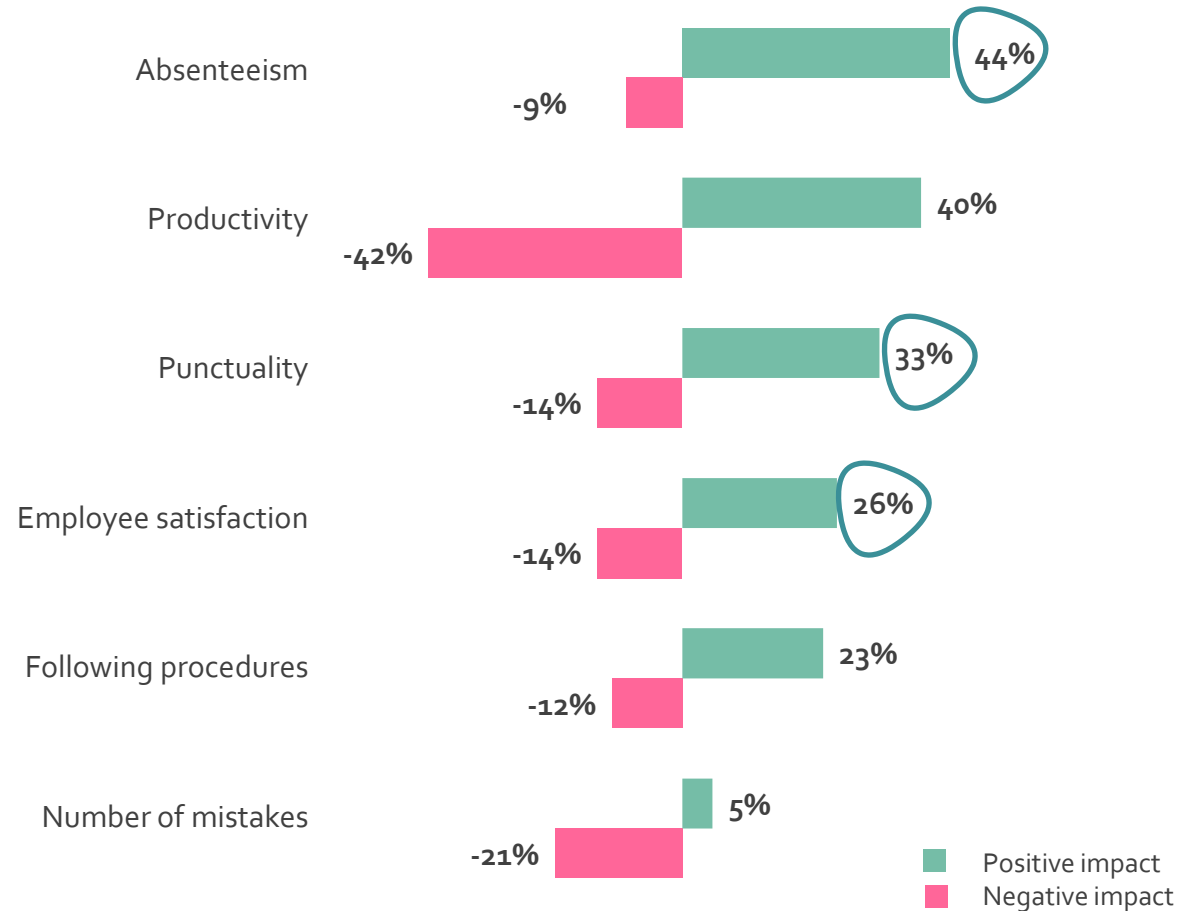
- 6 out of 10 indicate management by team leaders is now **more focused** on the **human aspect** (*How does my employee feel? Can he/she perform his/her daily tasks?*) and **less on KPI's**.
- Half indicate that there is a lot of **solidarity** among employees to **take over tasks/shifts from each other** in order to make it bearable for everyone.



Impact on indicators

The lockdown had a positive effect on absenteeism, punctuality, and employee satisfaction. On the other hand, opinions about productivity are divided across sectors and mistakes seemed to be more common.

Banking & Insurance, Mutualiteit, Government	Retail & Media	Utilities, Telecom, Transport	CC Outsourcer, Consulting & Software
n=6	n=9	n=7	n=8





IMPACT ON CUSTOMER BEHAVIOR

Impact on customer behavior

The lockdown has had an **impact on the volume of** inbound and outbound **customer interactions**, but these vary greatly by sector.

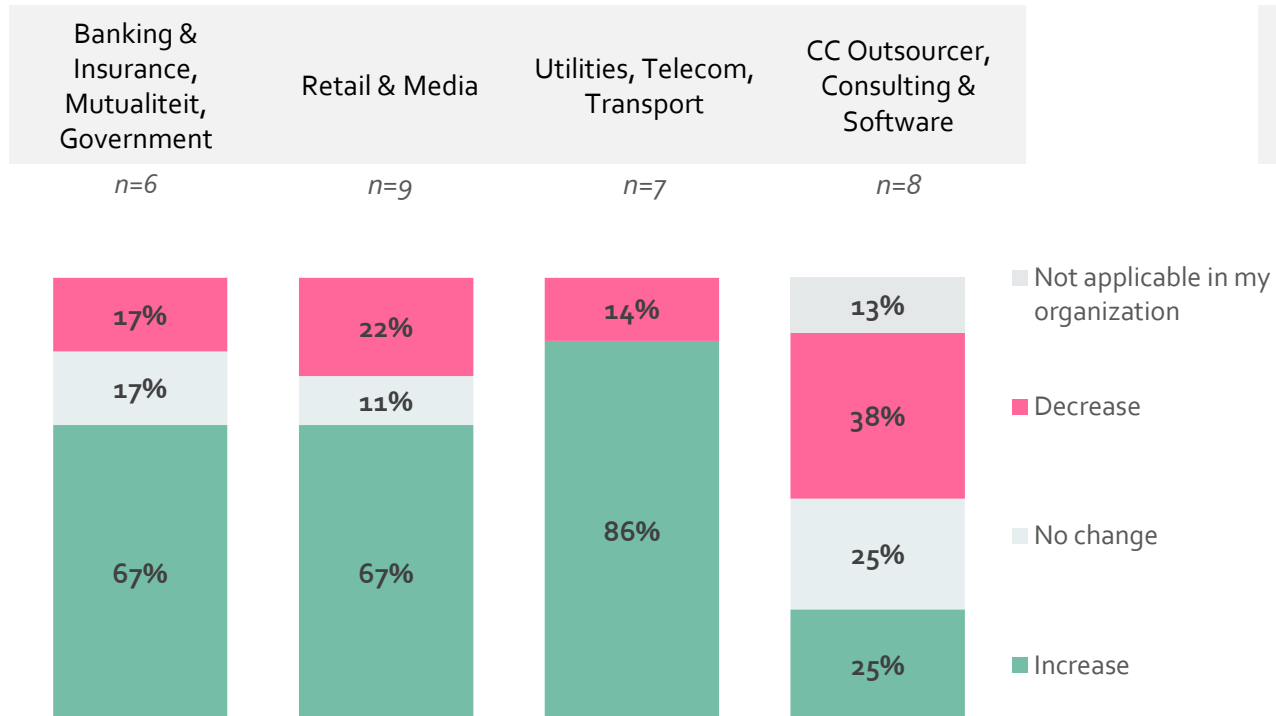
Customer contact is clearly multichannel. Digital channels such as chat, self-service, social media were also widely used.

Customers behaved differently: they took more time to talk, half also seemed more satisfied or grateful during interactions with customer service.

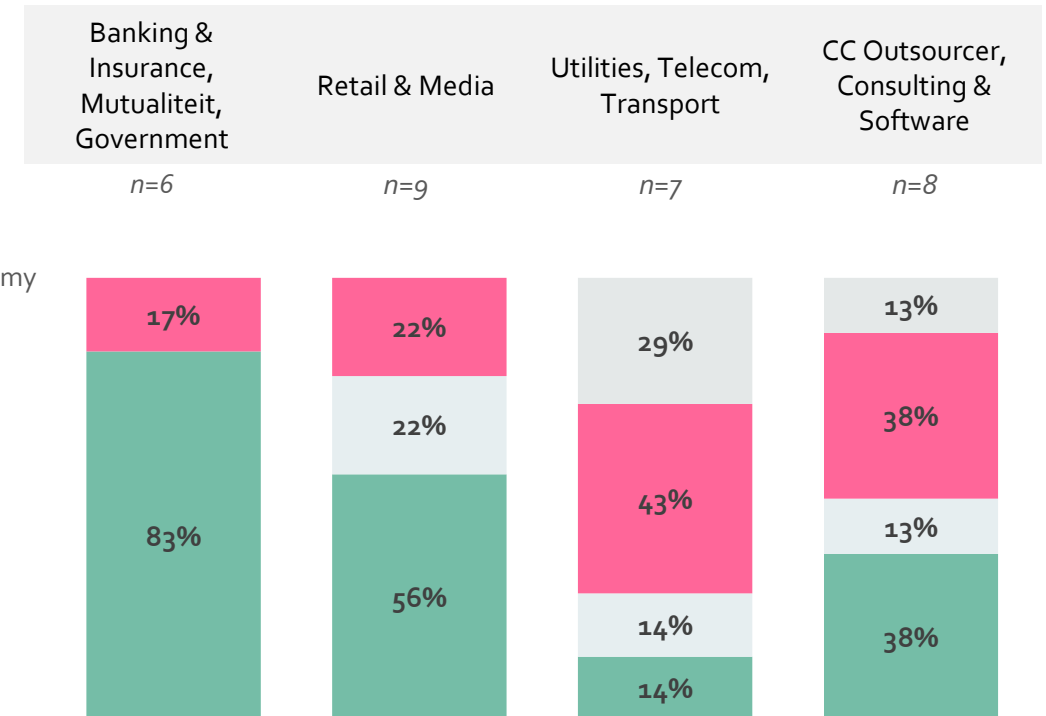
Customer interactions & channels

The impact on volumes of inbound and outbound customer contacts varies across sectors.

Total **INBOUND** customer interactions

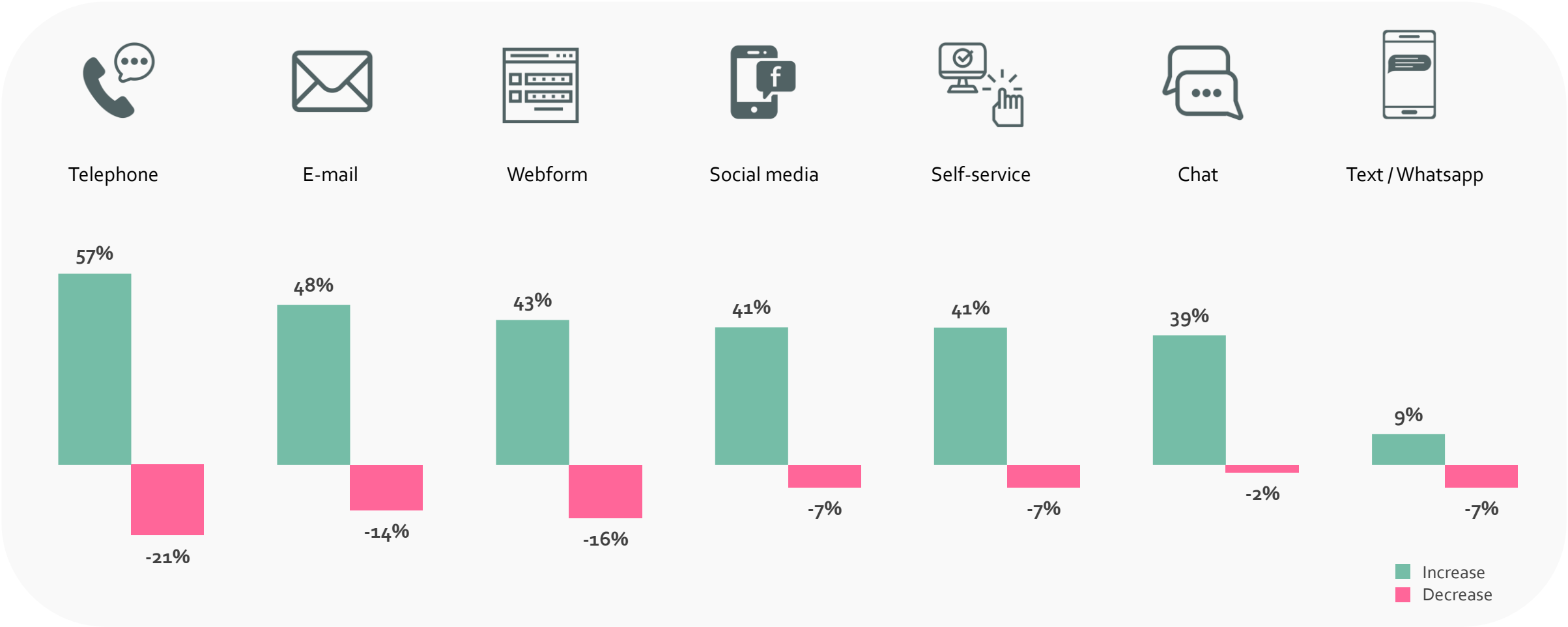


Total **OUTBOUND** customer interactions



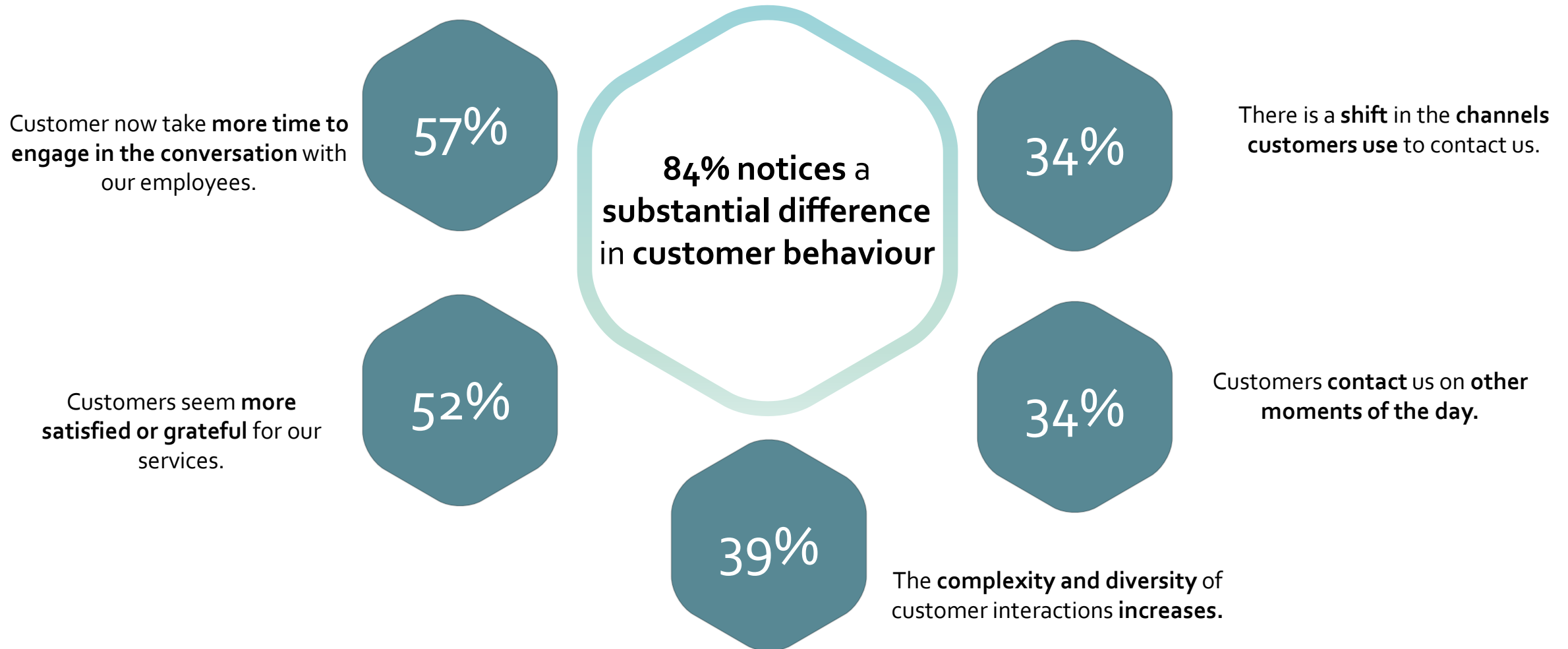
Customer interactions & channels

Customer contact is clearly multi-channel. Digital channels such as chat, self-service, social media were also widely used during the lockdown.



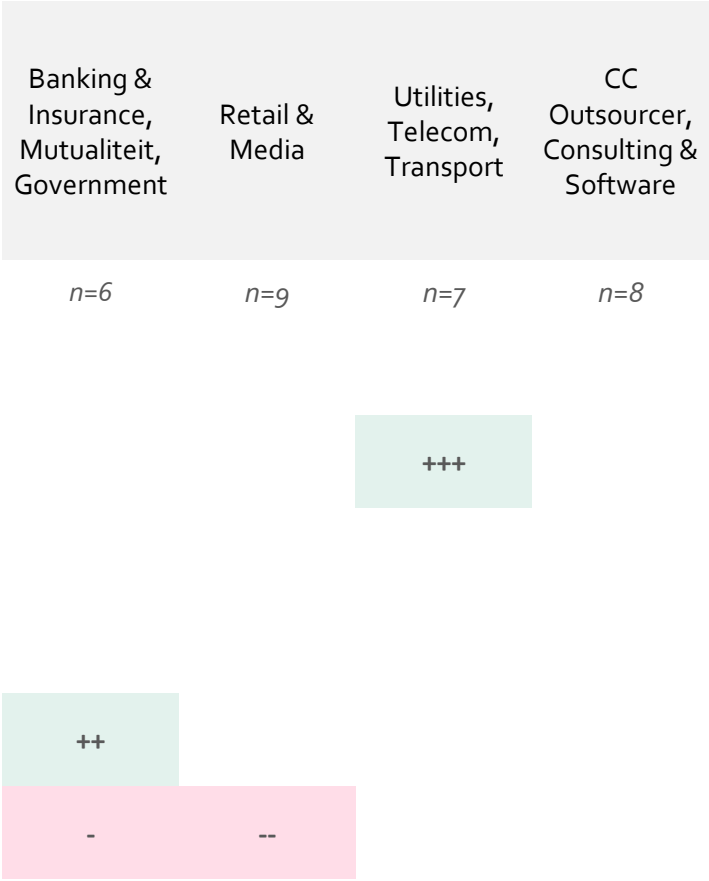
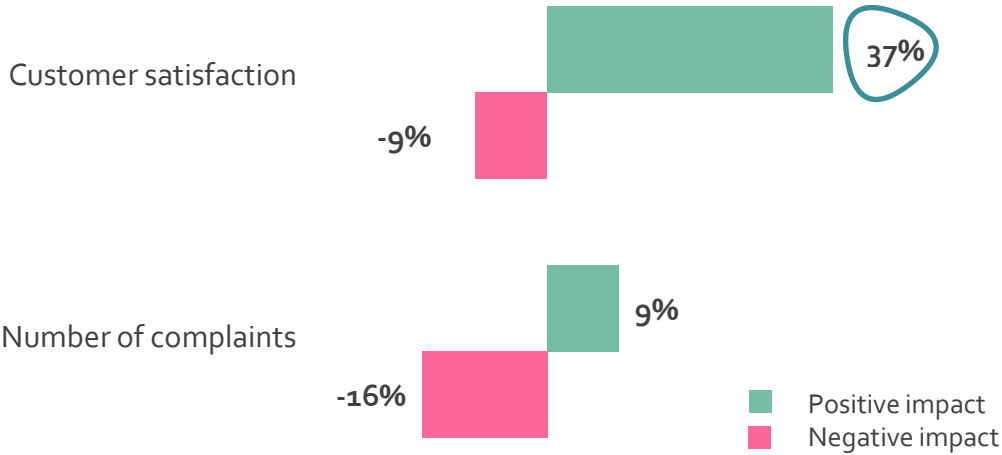
Behavior of customers

The sector has noticed a significant difference in customer behavior: customers take more time to talk and half of them seem more satisfied or grateful.



Impact on indicators

Customer satisfaction was positively impacted during lockdown. However, the number of complaints increased slightly in some sectors.





EXIT-STRATEGY & FUTURE

Exit-strategy & future

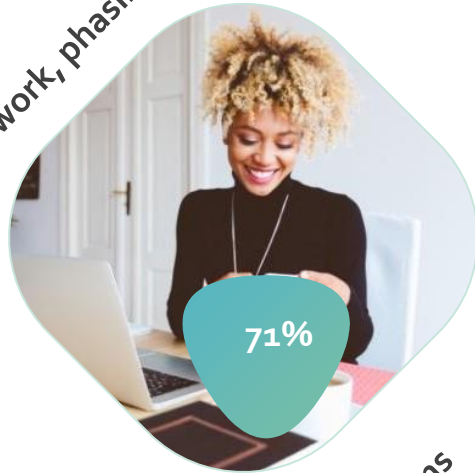
For the exit-strategy, the vast majority has taken **practical measures** such as phasing out homework, A & B teams, split shifts or structural safety measures.

For the future, the **structural anchoring of homeworking** and the **revision of the channel strategy** are being considered.

Exit-strategy and future

The vast majority has taken practical measures to phase out homework, introduce A & B teams, split shifts and safety measures. Mid to long term effects are the structural anchoring of homework and a review of the channel strategy.

Homework, phasing out



Structural safety measures



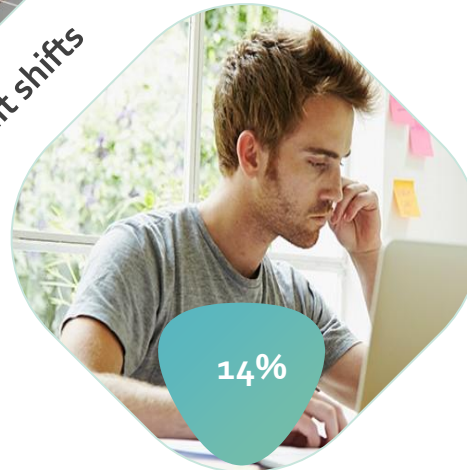
Structural anchoring of telework



A & B teams



Split shifts



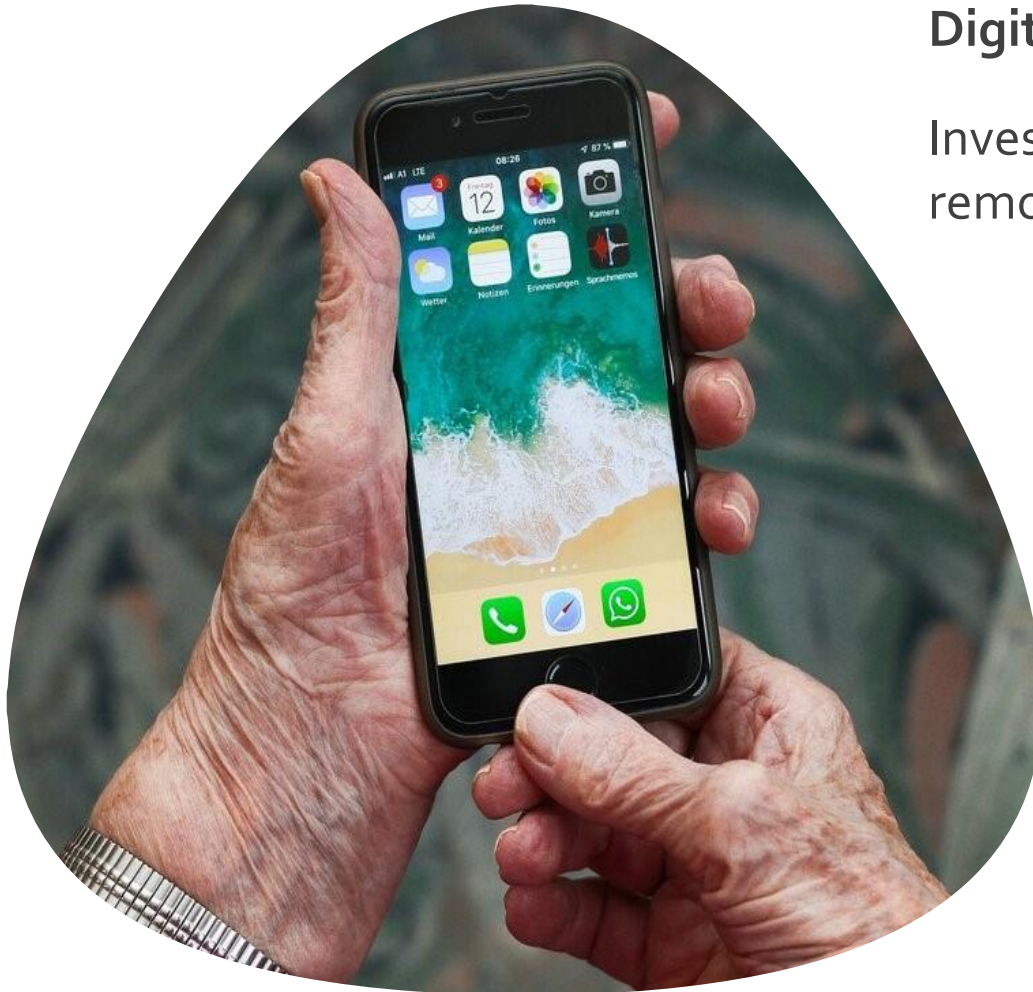
Structurally review channel strategy



Future of customer contact

Digital will be the new normal.

Investing in digital tools to facilitate remote service & self-service.



"Er zal **nog meer** worden **ingezet op communicatie en hulpmiddelen**, zodat de repetitieve vragen automatisch worden beantwoord en er meer tijd vrijkomt om specifieke vragen te beantwoorden."

"Le passage au numérique, et le passage au travail à domicile"

"**Digitale revolutie** in selfservice en service op afstand!"

"Ik denk dat er in verhouding een verschuiving zal gebeuren richting **meer klantcontact op afstand** (videocall). Vooral in B2B merken wij dat de klanten/prospects helemaal open staan om meetings niet altijd fysiek maar ook virtueel te laten gebeuren. Daarnaast wordt het nog maar eens bewezen... **menselijk klantcontact op afstand is verre van dood!**"

"**Multichannel** zal nog in **belang toenemen** en bijdragen tot het succes van de economische heropleving."

Future of customer contact

Employee Experience is hot!

Increased attention for employees:
their well-being & health.



*"Covid heeft het belang en toegevoegde waarde van de medewerker nog maar eens aangetoond, hopelijk kunnen we die balans tussen medewerker en digitale tools herstellen. Gezien het onzeker perspectief gaan we nog sterker moeten kunnen terugvallen op **schakelsnelheid** van bedrijven en hiervoor zijn we nog steeds afhankelijk van de "mens"."*

*"[...]Ik zie meer impact op de manier waarop we gaan werken met onze mensen, want dat zal wel een **stuk digitaler** zijn en er zal **idd meer aandacht komen voor well-being & gezondheid, ...**"*

Future of customer contact

Telework is here to stay.



"La combinaison du travail à domicile et au bureau assure une plus grande implication et autonomie de nos employés."

*"Volume gaat zich terug normaliseren **telewerk is een blijver**. Telewerk zal nieuwe rollen/functies creëren **technologie wordt (nog) belangrijker**"*

*"Wat betreft onze sector (energieleverancier), het zal niet zoveel veranderen. Het enige is dat wij misschien de **mogelijkheid zullen hebben om eindelijk thuis te werken.**"*

*"**Meer thuiswerk**, hopelijk ook het nodige vertrouwen in de medewerkers om dit na de corona-crisis toe te laten."*



THANK YOU

Möbius for Customer Contact
May 2020



Jan Bellaert



Dorothee Laire



Eline Van den Eeckhaut