



**ALVARIA™**

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# Consumer Index Report

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## ABOUT ALVARIA

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Alvaria™ was founded through the merger of Aspect Software and Noble Systems, technology leaders in Customer Experience (CX) and Workforce Engagement solutions. Our name is derived from Latin for “hives” – Nature’s perfect form for millions of years – bringing you solutions that are scalable, resilient and secure, with efficiency, speed and pinpoint accuracy. ALVARIA Reshaping Customer Experience™.

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

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## ABOUT THIS REPORT

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**As part of an ongoing desire to report on current customer experience sentiment across a variety of customer service and contact center interactions, Alvaria, in partnership with Farrell Insight, conducted a national study of 1100 Americans 18–74 years of age.**

This particular fielding included a specific oversample of **"Gen Z" participants (aged 18–23)** and continued with similar sample size mandates for Millennials (aged 24–39), GenX (aged 40–55) and Boomers (aged 56–74).

The macro objective of this specific study is to investigate the differing and similar attitudes, preferences and behaviors various generations and consumer types have regarding customer touch-points and engagement. A focus of this work is around the acceptance and preference of the newer customer touch-point technologies such as **"automated intelligent assistants"** (including home-based versions such as Amazon Alexa or Google Home) **"chatbots," "text"** and **"messaging"**. Also focused in on are **what American consumers define as customer service** as self-service options evolve.

In 2020 we have added a MaxDiff analysis of the importance of various aspects of a customer service experience, live agent vs. self service in detail and proactive contact priorities and preferences. We also have investigated and tracked customer frustrations and comparative performance across industries.

It is important to note that this study took place in **March 2020 where the majority of respondents in this survey were in "shelter-in-place" or "stay-at-home" orders due to Covid-19 Response**. While there were not specific questions regarding experiences related to the early stages of the crisis, the responses were undoubtedly shaped by the environment.

Some questions in this wave are tracking results from four similar studies fielded nationally  
October 2015 (n = 1019), August 2016 (n = 1000),  
October 2017 (n = 1001) and September 2018 (n = 1002).

# Foreword

At Alvaria, our business is driven by the data – customer data. Consumer sentiment plays a major role in shaping our plans. We have big ideas, but only invest where real-world customer requirements intersect with those ideas. This year's Contact Center Consumer Index is a treasure trove of information that helps us drive decisions and we are very happy to share it with all of you.

We collect this data and produce this report annually. We feel it will be quite valuable to you as it provides insight from a broad set of consumers, and helps answer questions we receive nearly every day:

- What is happening in the market?
- How are customer experience channels changing?
- Are we aligned with consumer feedback?

The key findings of this report are from the point of view of the consumer. As a technologist, I am always hoping for faster innovation and change. As a consumer myself, I completely understand why voice remains king and live agents must be available when consumers need to talk to a real person, not a machine. The survey feedback once again supports the fact that customer experience is a spectrum and will be for the foreseeable future.

One thing I know from my many engagements with the largest enterprise companies in the world – They must be responsive to consumer demand for CX excellence in order to build and maintain lifetime loyalty among these consumers. Buyer loyalty cannot be taken for granted. Today, consumers have ultimate choice in nearly every industry, from financial services, to telecommunications, to online retail.

Knowing how to provide the best engagements, every time, is the key to keeping customers coming back for more!

I'm confident that you will find value from the insights shared in this report and welcome your feedback

Sincerely,



**PATRICK DENNIS**  
President and CEO



# Key Findings

### 1 Customers Want EFFECTIVE Experiences

Above all, when customers need to interact with customer service, they want to get it done right. Making sure the issue is resolved correctly stands out above speed, convenience and even personalization.

### 2 Providing Great Service INCREASES Revenue

6 out of 10 Consumers have reported doing more business with companies because of good customer service in the past year.

### 3 Customers Want RELEVANT Outbound Communications

Most customers want the organizations they do business with to contact them if they are required to take some form of action. A majority of customers also want to be contacted about information that may affect or benefit them, but most customers do not want to be contacted for marketing purposes.

### 4 Self-Service Works for SIMPLE Tasks

While customers overwhelmingly prefer to interact with a live agent, there is opportunity for organizations to provide effective self-service for simple tasks to improve customer loyalty because Customers are much more tolerant of self-service for simple tasks.

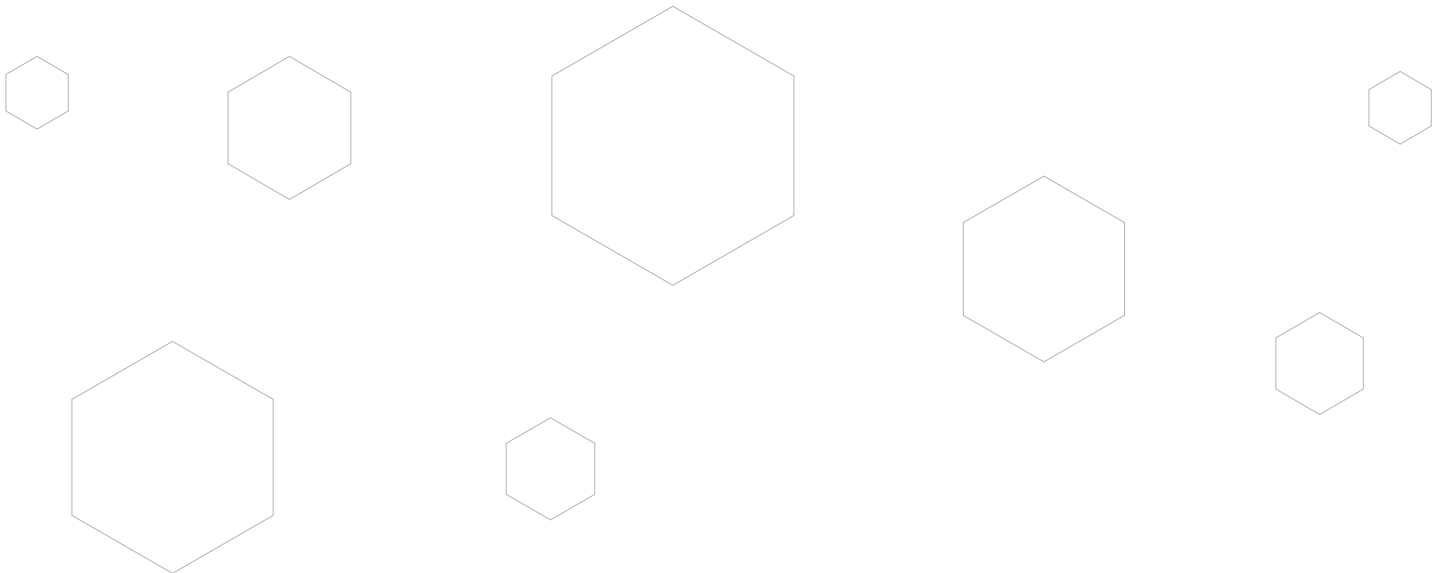
### 5 Customers Prefer HAPPY Agents

Happy agents elevate good experiences to great: no matter how fast and effective your service is, a happy agent has the ability to add a positive emotional experience to a service experience.

CHAPTER 1

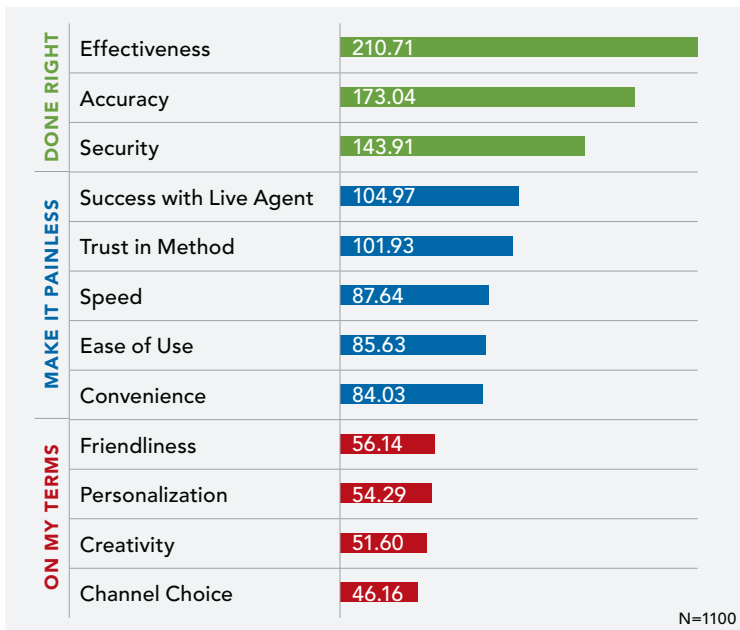
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# Customers Want Effective Experiences



## CUSTOMERS WANT EFFECTIVE EXPERIENCES

How often do you ask, “What do our customers really want?” We believe this is the most basic, yet most important question every business must ask. While every experience is unique and all our customers often times are aiming to achieve different outcomes we thought it was time to take the guess work out of the equation and invested in a MaxDiff Analysis (Best/Worst) to determine once and for all — what do customers **really** want.



**Q** Please quickly review each of the following sets of components of a customer service experience and pick the one component per set you see as “most important” and the one component per set that you see as “least important”.

**WHAT WE FOUND** Efficiency wins! Above all, when customers need to interact with customer service, they want to get it done right. Making sure the issue is resolved correctly stands out above speed, convenience and even personalization.

**What about those Millennials?** You may be wondering if this was consistent across generations and gender. To our surprise it was 100% consistent across the board. Want to see the numbers? We’re happy to walk you through them.

	Gen Z	Millennial	Gen X	Boomer	Male	Female
Most Important	Effectiveness	Effectiveness	Effectiveness	Effectiveness	Effectiveness	Effectiveness
Least Important	Channel Choice	Channel Choice	Channel Choice	Channel Choice	Channel Choice	Channel Choice



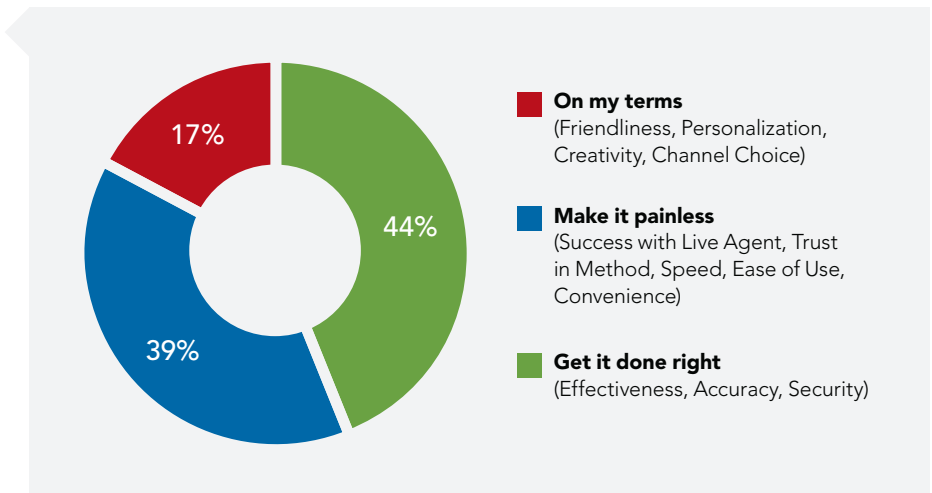
## WHAT CUSTOMERS VALUE

There are 3 clear categories that customers value when interacting with customer service: “Get it done right” (44%), “Make it painless” (39%), and “Give me service on my terms” (17%).

### Is this what you expected?

**WHAT WE FOUND** “According to conventional wisdom, customers are more loyal to firms that go above and beyond.”<sup>7</sup> Interestingly, giving customers service on their terms ranks low in comparison to getting the task done right, and making sure it is painless.

Focusing on resolving customer issues correctly, quickly, and easily will drive more loyalty than offering more service channels or creating unique experiences for each customer.



## HOW EFFECTIVE ARE YOUR CUSTOMER EXPERIENCES?

Are you able to solve customer problems the first time they contact you? How often do customers need to contact you multiple times, or speak to multiple agents, to solve an issue? Do you empower customers to serve themselves?

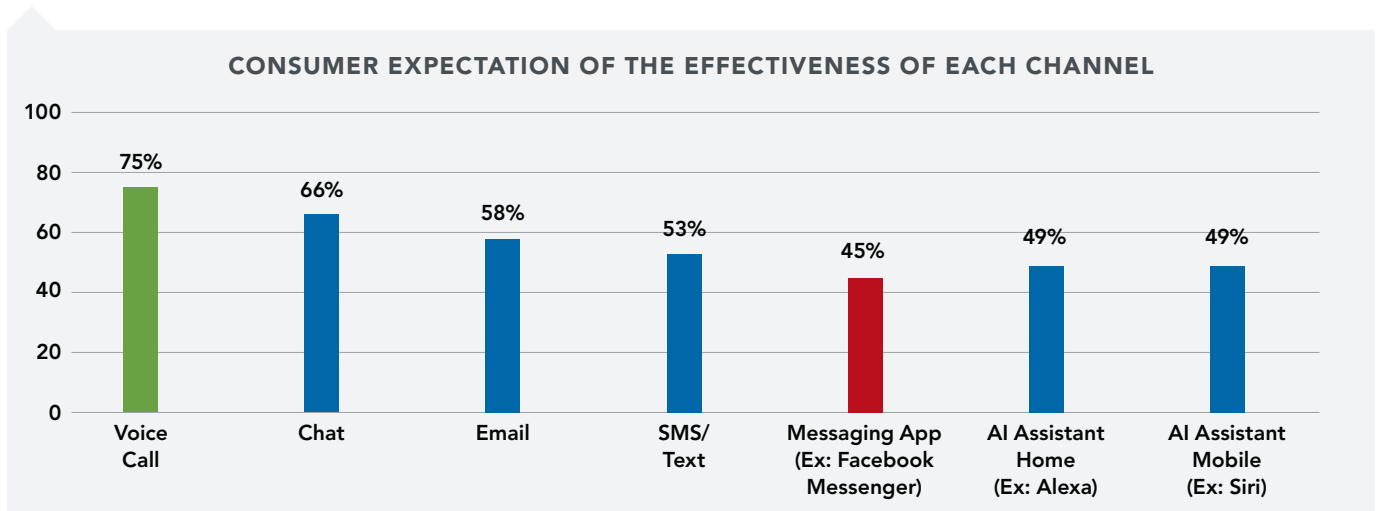
## HOW EFFECTIVE IS YOUR OMNICHANNEL EXPERIENCE?

We believe the reason the consumers in our index rated channel choice as the least important metric impacting their customer experience is tightly aligned to their perspective of the performance of each channel. It makes perfect sense that if effectiveness is the most important metric to meet their expectations and that they feel that 75% of the time the voice channel is the most effective, then it should not surprise any of us that our customers continue to choose the voice call.

While customers ranked channel choice at the bottom of their list of priorities, their perception of the effectiveness of each channel is different. While customers would gladly trade their channel of choice for an effective experience, their perception of how effective the experience will be is **DEPENDENT** on channel. This means we all have work to do to help consumers understand they can trust in an effective experience regardless of channel.

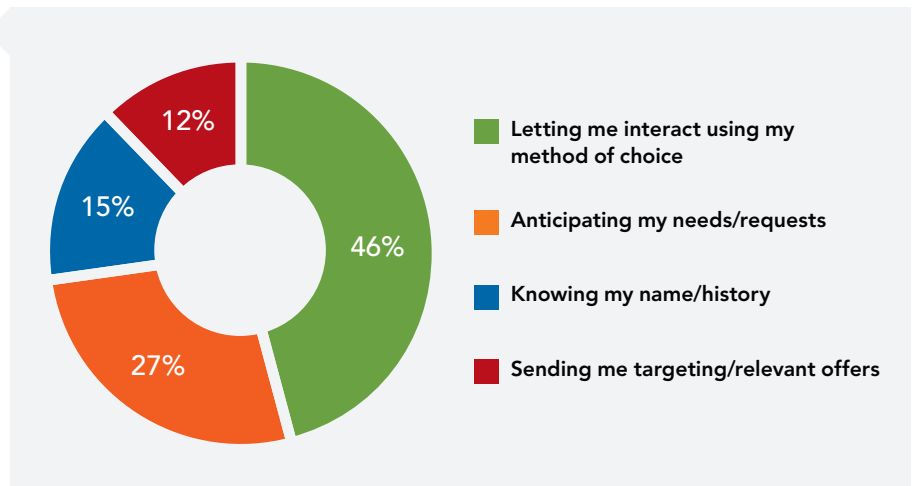
### Q Please let us know how you expect each method will perform when it comes to customer service in general?

**WHAT WE FOUND** When it comes to a personalized experience, consumers value Channel Choice 3x over knowing their name and history!



### Q What one part of a personalized customer service experience is most important to you?

**WHAT WE FOUND** Customers still prefer voice over other channels. While additional focus on new channels has been a trend over the last decade, voice has continued to be the primary method of contact that customers prefer. While voice has been viewed less favorably over the last few years, it bounced back significantly in this year's study.



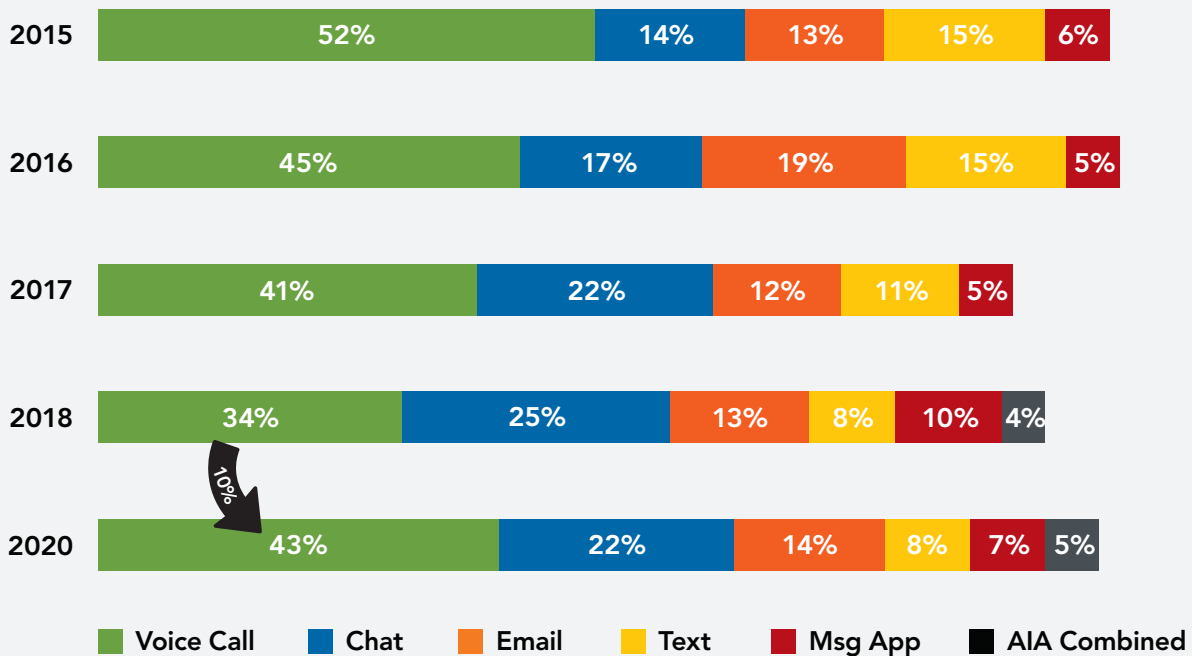
## Overall, which one of these methods do you prefer to use when interacting with customer service for any type of task?

**WHAT WE FOUND** Customers still prefer voice over other channels. While additional focus on new channels has been a trend over the last decade, voice has continued to be the primary method of contact that customers prefer. While voice has been viewed less favorably over the last few years, it bounced back significantly in this year's study.

Preferences for a Voice Call Rebounded by 10% in 2020.



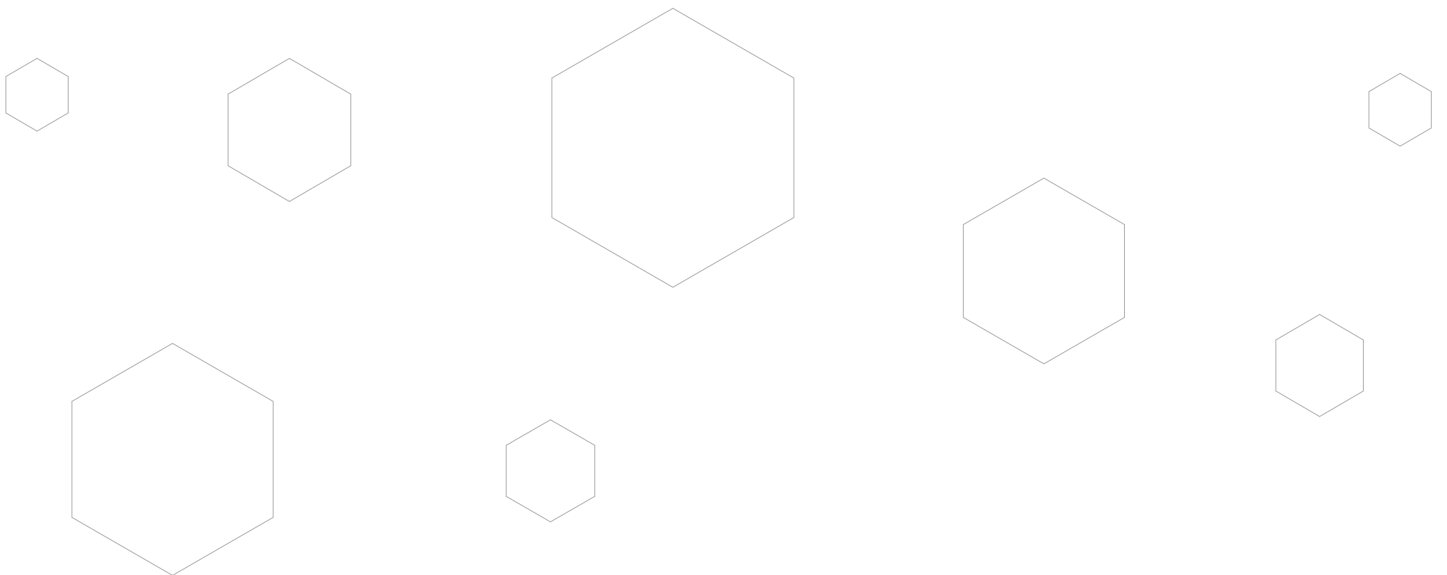
METHOD OF COMMUNICATION PREFERENCE



CHAPTER 2

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# Providing Great Service Increases Revenue



## INTROSPECTION ON GREAT SERVICE

Would you be prepared to lose 40% of your customers because of a major snafu in Customer Service? More importantly, what do you have in place to ensure you don't face such a disaster?

**Q** In the past year, have you stopped doing business with, or using the services of, at least one company or organization because of poor customer service?

**WHAT WE FOUND** 4 out of 10 Consumers have stopped doing business with at least one organization in the past year because of poor customer service.

**SOME GOOD NEWS** This is down 13% from our 2017 Index, trending in the right direction.



## HOW DOES YOUR INDUSTRY RANK?

**Q** What industry (or industries) were the companies involved in that you stopped doing business with because of poor customer service?



CABLE  
25%



GENERAL RETAIL  
24%



FINANCIAL/CREDIT  
22%



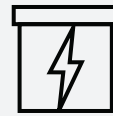
ONLINE RETAILER  
21%



TELECOM/WIRELESS  
20%



TRAVEL  
17%



BIG BOX ELECTRONICS  
11%

## WHAT WOULD IT LOOK LIKE IF EVERY CUSTOMER GAVE YOU A LITTLE MORE OF THEIR BUSINESS?

What if you could ensure your customers always had a good experience? Or at a minimum, the best experience possible in any given situation? Would that impact your bottom line?

**Q** In the past year, have you done more business with, or used more of the services of, at least one company or organization because of good customer service?

**WHAT WE FOUND** 6 out of 10 Consumers have reported doing more business with companies because of good customer service in the past year.

**TAKE WARNING** This has been trending down year over year, 58% in 2020, down from 68% in 2017.



60% OF CONSUMERS HAVE DONE MORE BUSINESS WITH AN ORGANIZATION BECAUSE OF GOOD CUSTOMER SERVICE



## HOW DOES YOUR INDUSTRY RANK?

What industry (or industries) were the companies involved in that you started doing more business with because of good customer service?



CABLE  
18%



GENERAL RETAIL  
31%



FINANCIAL/CREDIT  
23%



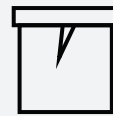
ONLINE RETAILER  
46%



TELECOM/WIRELESS  
21%



TRAVEL  
16%

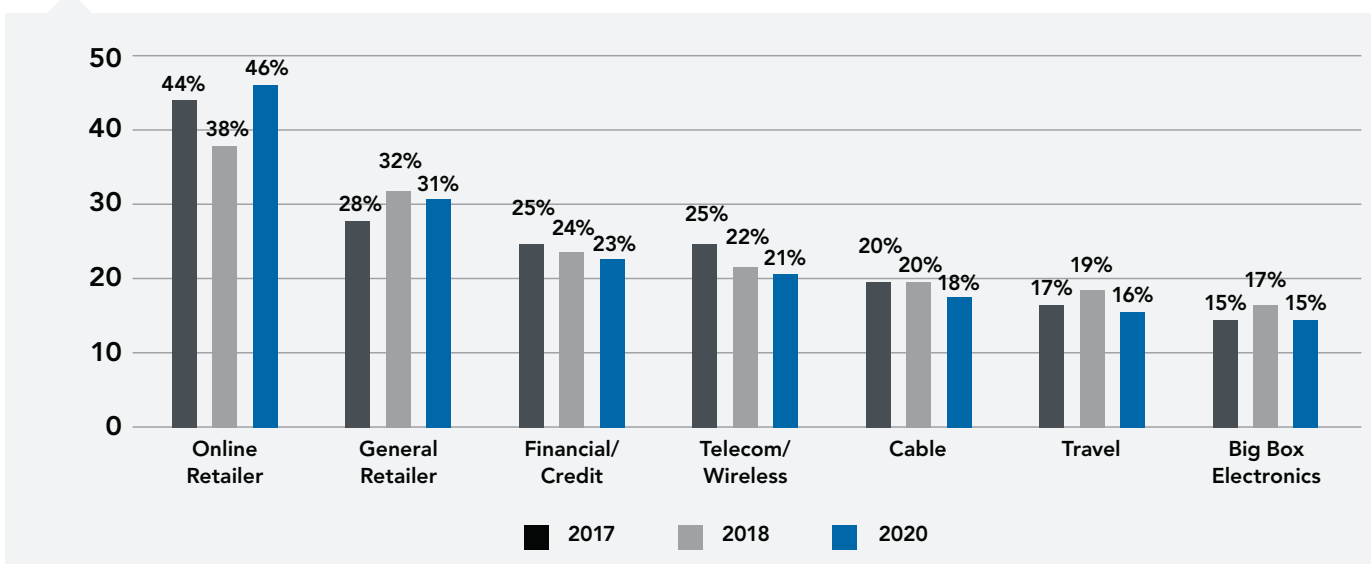


BIG BOX ELECTRONICS  
15%

## WHO HAS THE MOST TO GAIN FROM CREATING EXCEPTIONAL EXPERIENCES?

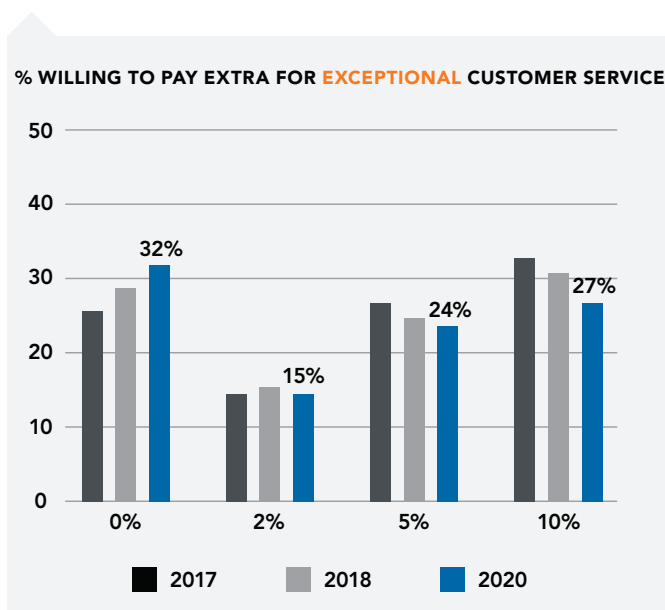
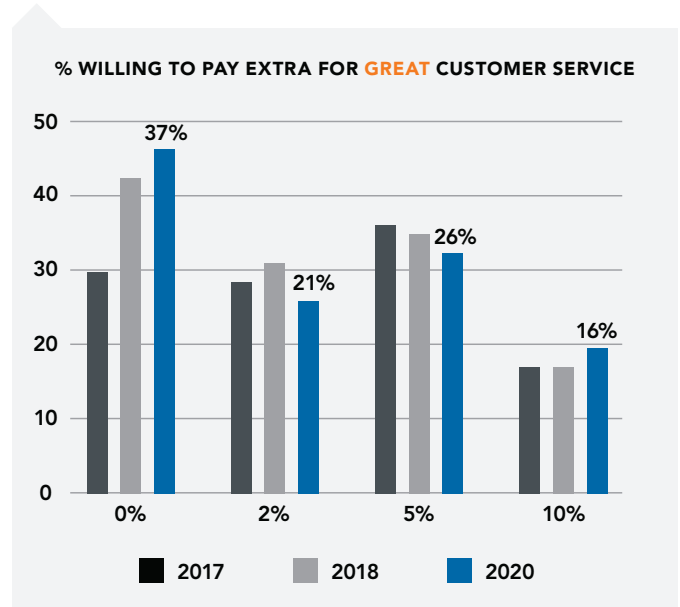
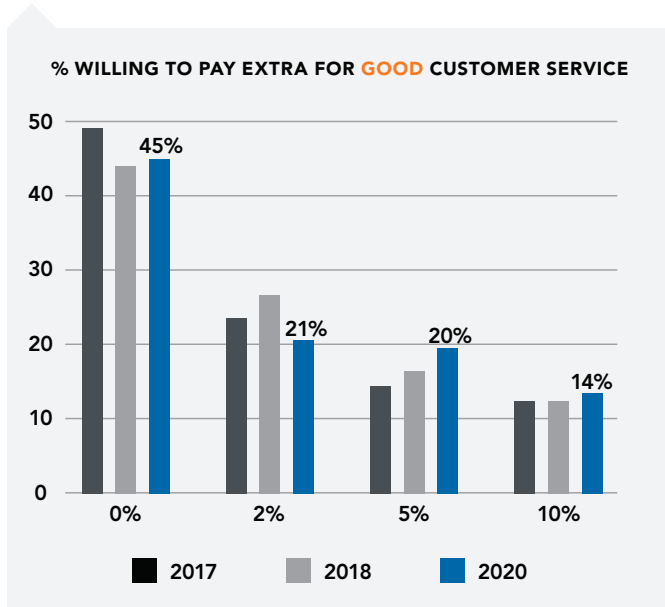
We asked our respondents who they did more business with because of the experience. Almost half our respondents (46%) in 2020 say they spent more with an online retailer, up 8% from 2018 while the saturation in the market with the telecom space is evident with just one fifth (21%) stating that they did more business with this industry, down 4% from 2017.

**Q** What industry (or industries) were the companies involved in that you started doing more business with because of good customer service?



## HOW MUCH MORE ARE YOUR CUSTOMERS WILLING TO PAY FOR AN AMAZING EXPERIENCE?

We asked our respondents what how much extra (%) they would be willing to pay for Good Customer Service, Great Customer Service and Exceptional Customer Service. While the % consumers are willing to pay is trending down from our 2017 index, it is still a significant factor in for any businesses bottom line.



**FROM ANOTHER SOURCE** According to PWC, “When customers feel appreciated, companies gain measurable benefits—including the chance to win more of their customers’ spending dollars. The payoffs for valued, great experiences are tangible: up to a 16% price premium on products and services, plus increased loyalty.”<sup>1</sup>



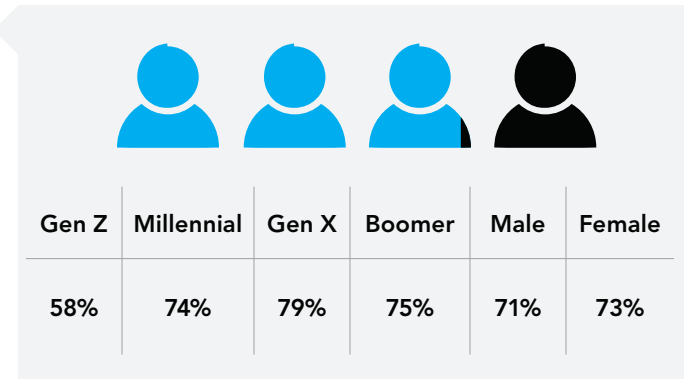
## HOW DO YOU MEASURE CUSTOMER EXPERIENCE?

Gen Z is only 58% likely to rate or review your service which means measuring customer experience base solely on reviews and surveys may not be a good long term strategy.

**Q In general, how likely are you to rate or review a customer service experience you have had with a business or organization?**

**WHAT WE FOUND** Close to 3 out of 4 (72%) of consumers are likely to rate or review a customer service experience - down 8% from 2018.

**WHAT WE WE THINK YOU'LL CARE ABOUT** The old adage that bad service engenders more negative word of mouth remains more fiction than fact.



**Q In general, are you more likely to rate or review a good customer service experience you have had with a business or organization or a bad customer service experience you have had with a business or organization?**

**WHAT WE FOUND** Consumers remain two times more likely to rate or review good customer service vs. bad. Very stable from 2018.

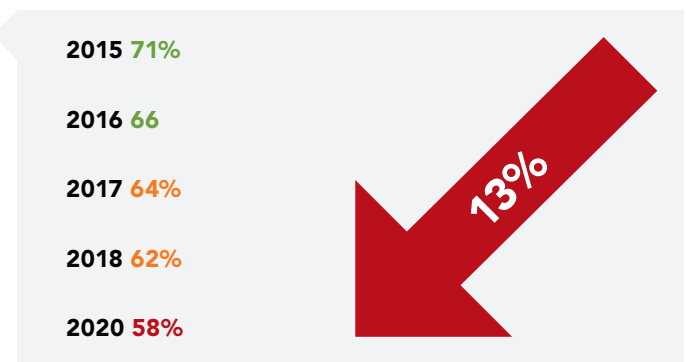


**Q When was the last time you contacted any type of customer service (by phone, online, live chat, text whatever) for any reason (buying, booking, handling questions, troubleshooting or complaints and anything in between)?**

**WHAT WE FOUND** "Contact in the last month" down 13% over the past 5 years. The overall downward trend continues for past month use.

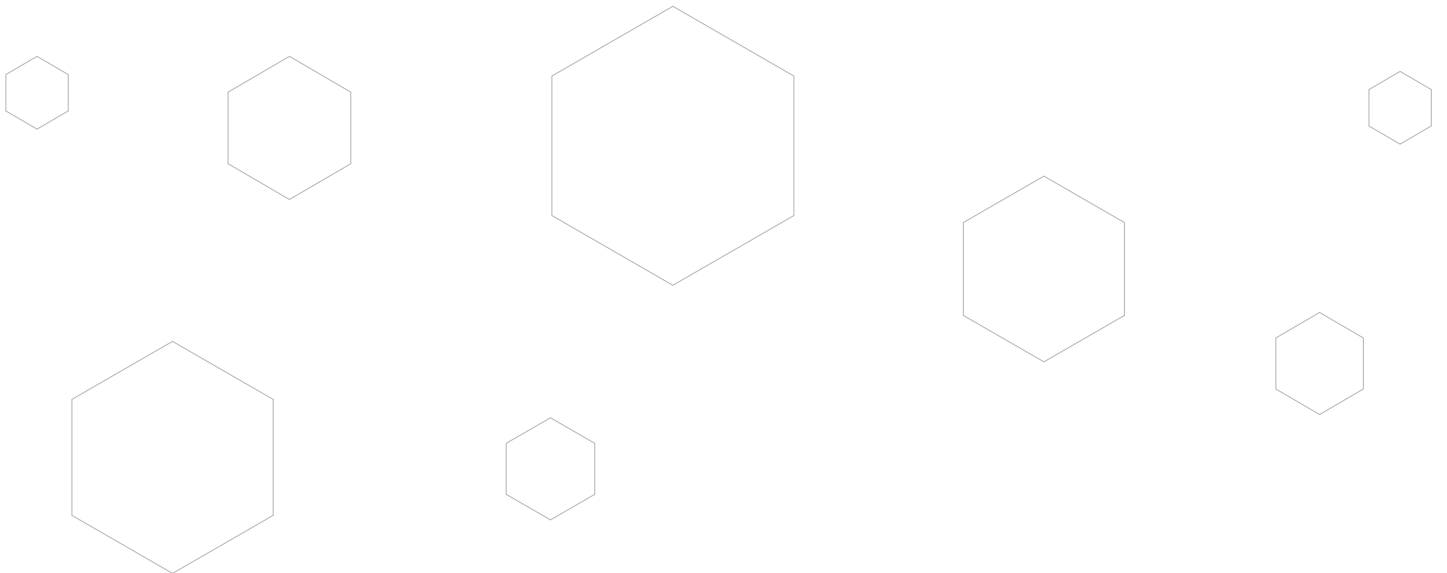
**SOMETHING TO CONSIDER** How do your contact center metrics measure against our respondents? Are you seeing fewer inbound interactions YoY or an increase?

We believe the consumer definition of Customer Service has something to do with how they answer this question and



that the advancements in Self-Service and smarter proactive outreach capabilities consumers have the 'belief' that they contact customer service less often, but in reality interactions are up, according to Mckinsey "we see calls are not going away and instead are catching call-center executives off guard in their efforts to reduce volumes."<sup>2</sup>

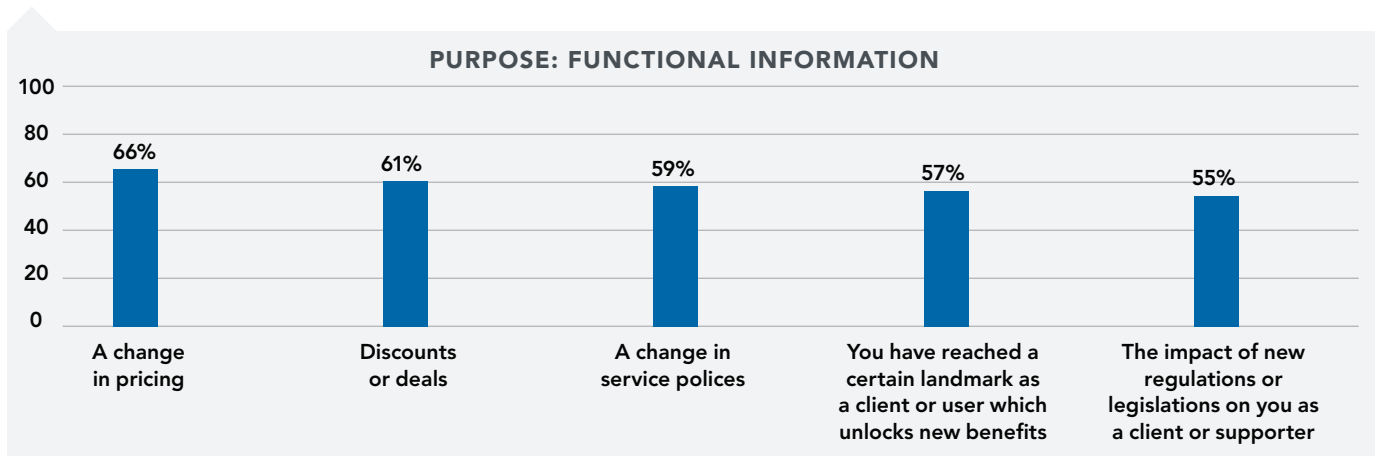
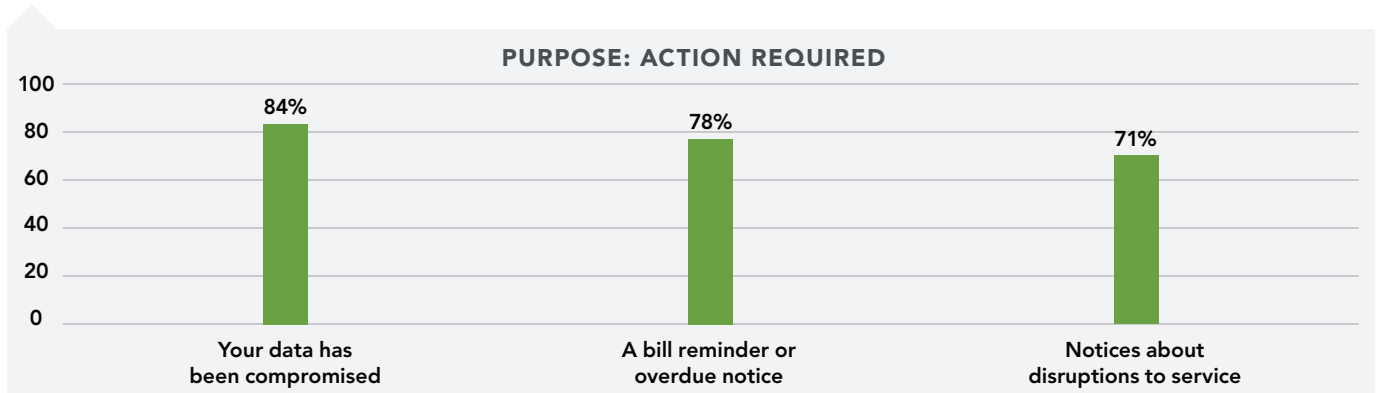
# Customers Want Relevant Outbound Communications



## CUSTOMERS WANT TO BE CONTACTED IF ACTION IS REQUIRED

Most customers want to the organizations they do business with to contact them if they are required to take some form of action. A majority of customers also want to be contacted about information that may affect or benefit them, but most customers do not want to be contacted for marketing purposes.

**For the following reasons a business or organization may reach out to you proactively. Please indicate how important each is to you?**



## WHEN COMPANIES PROACTIVELY CONTACT CUSTOMERS, CHANNEL CHOICE CHANGES

**Q** When a business or organization you engage with chooses to proactively reach out to you, what is your one preferred way to be contacted?



VOICE  
24%



EMAIL  
41%



SMS/TEXT  
15%



MSG APP  
6%



MOBILE AIA  
5%



MOBILE APP  
NOTIFICATION  
5%



HOME-BASED AIA  
4%

## KEEPING IN TOUCH WITH CUSTOMERS

How do you communicate with your customers proactively? How often are you able to successfully connect with them? Customers are inundated with marketing messages. While telemarketing has been around for decades, customers now are faced with flooded email boxes and a new wave of SMS marketing. Consumers receive a lot of “clutter,” and companies can differentiate themselves by NOT over-communicating, and instead sending TIMELY and RELEVANT communications.

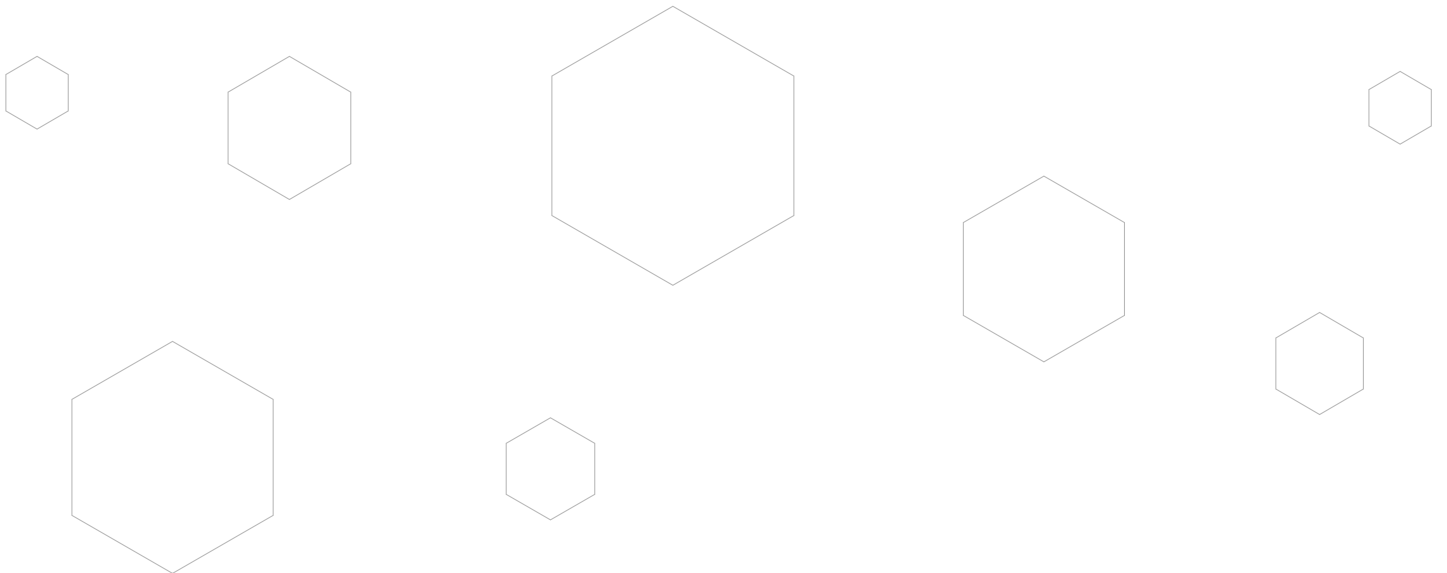
**OUR TAKE** Customers prefer email communications because they can read, respond, or ignore messages on their terms. Yet, if you send relevant and timely communications, customers are tolerant of being reached on other channels. Instead, SMS is the most effective way to reach customers.

**FROM ANOTHER SOURCE** Research indicates that email messages have a roughly 20% open rate, which SMS messages have a 98% open rate!<sup>6</sup>

## CHAPTER 4

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# Self-Service Works for Simple Tasks










## IDENTIFY THE SIMPLE TASKS AND ENABLE SELF-SERVICE

**Q** We asked the respondents to tell us, when using your channel of choice “which one of the following do you prefer while interacting with customer service for any type of task?”

**WHAT WE FOUND** While it is clear that Consumers prefer to interact with live agents, self-service is more popular in some text-based channels.



							
	Voice	Email	SMS/Text	Msg App	Mobile AIA	Mobile App Notification	Chat
Live Agent	90%	55%	36%	53%	35%	41%	74%
Self Service	10%	45%	64%	47%	65%	59%	26%
	n = 477	n = 154	n = 91	n = 74	n = 34	n = 27	n = 243

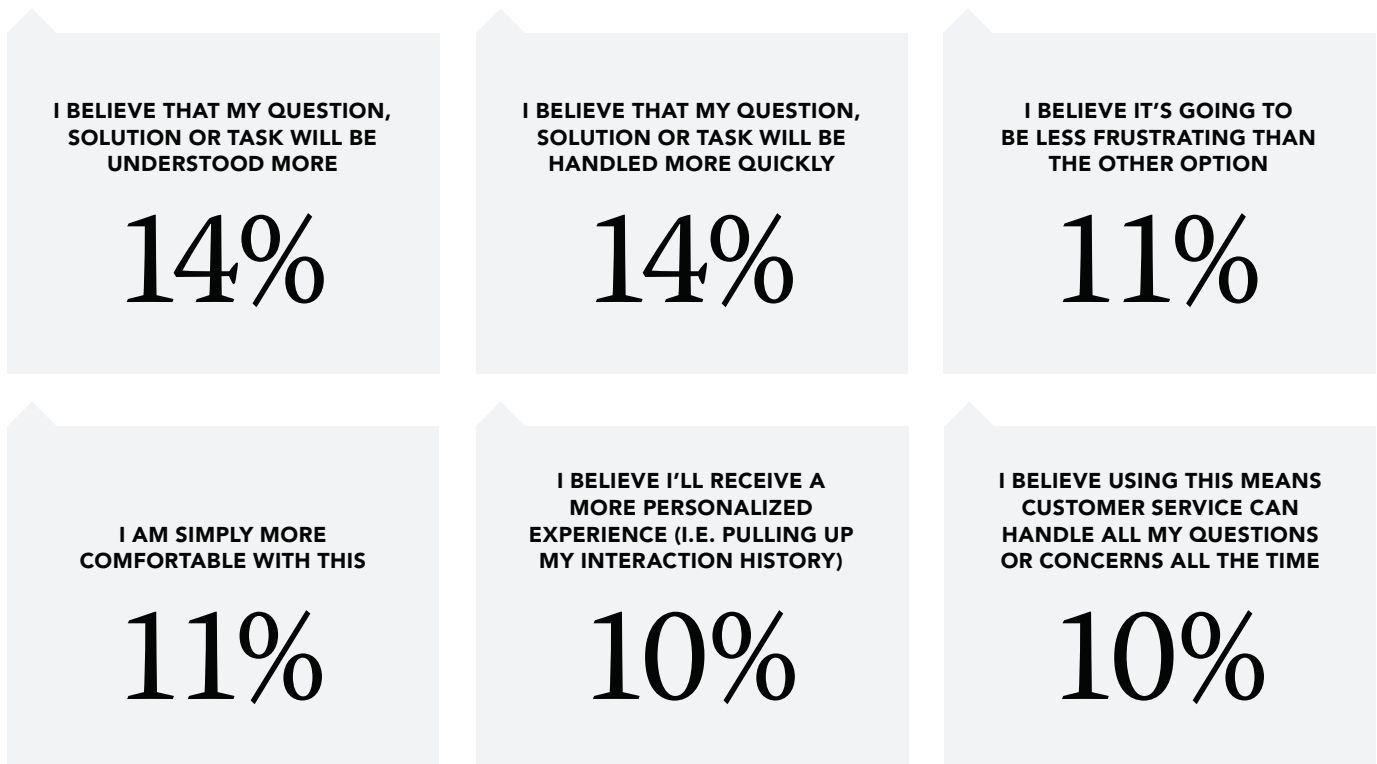
We all know the feeling...we’ve all been there before, being stuck in a customer service loop is one of the worst experiences you can have as a customer. Trying to navigate a confusing IVR, utilizing an automated assistant that can’t solve a problem, or struggling to reach a live agent have, to an extent, tarnished the reputation of self-service for customers. However, the data shows that customers are much more tolerant of self-service in text-based channels, and in some cases, even prefer to utilize self-service.

**HOW DOES THIS BREAK DOWN BY GENERATION AND GENDER?** GenZ is the only generation to flip the results. We will track this YoY and see if this is a trend to follow. Want to see the numbers? We’re happy to walk you through them.

	Gen Z	Millennial	Gen X	Boomer	Male	Female
Live Agent	44%	56%	59%	71%	57%	58%
Self Service	56%	44%	41%	29%	43%	42%
	n = 248	n = 282	n = 318	n = 252	n = 450	n = 650

787 of our respondents said they prefer connecting to a live agent when using their channel of choice. Below you will find their reasons why.

### Why do you prefer connecting with a live agent when using your preferred method of contact with customer service?



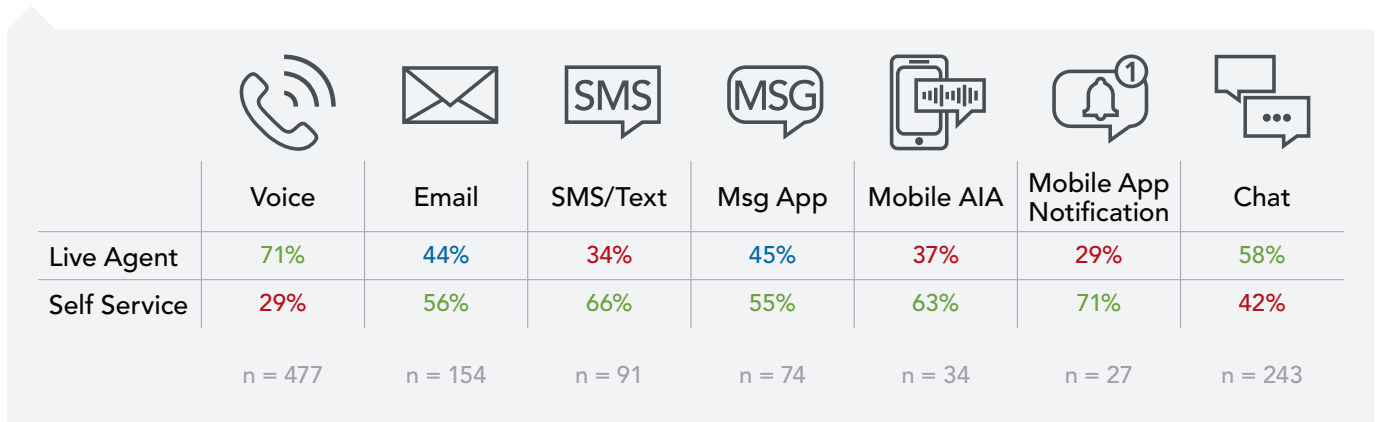
It's hard to argue with "I am simply more comfortable with this" or the fact that all the other reason begin with "I believe". If you are looking to drive more interactions to your self service channels your job is to deliver effective experiences that are easy for your customers to navigate.

While customers overwhelmingly prefer to interact with a live agent, there is opportunity for organizations to provide effective self-service for simple tasks to improve customer loyalty because Customers are much more tolerant of self-service for simple tasks.



## THE SELF SERVICE PREDICAMENT

**Q** Which one of the following do you prefer to interact with customer service for a simple task?



Automated assistance can be viewed favorably by customers, but in keeping with our data, only if the service is perceived as effective. The more complex the task is, the more likely an agent will be needed to complete it. The simpler a task is, it is more likely self-service will provide a better experience for your customers. The measurement of the experience is key. Contact centers must keep a pulse on

the performance of self service applications and adjust as needed. A self service application is rarely ‘set it and forget it’.

**HOW DOES YOUR CONTACT CENTER HANDLE SELF-SERVICE** What tasks are your self-service channels effective in completing? Do you have simple tasks that your agents repeatedly handle?



## WHILE GENERALLY POSITIVE, CUSTOMERS EXPECTATIONS INCREASING AROUND THEIR CHATBOT EXPERIENCES

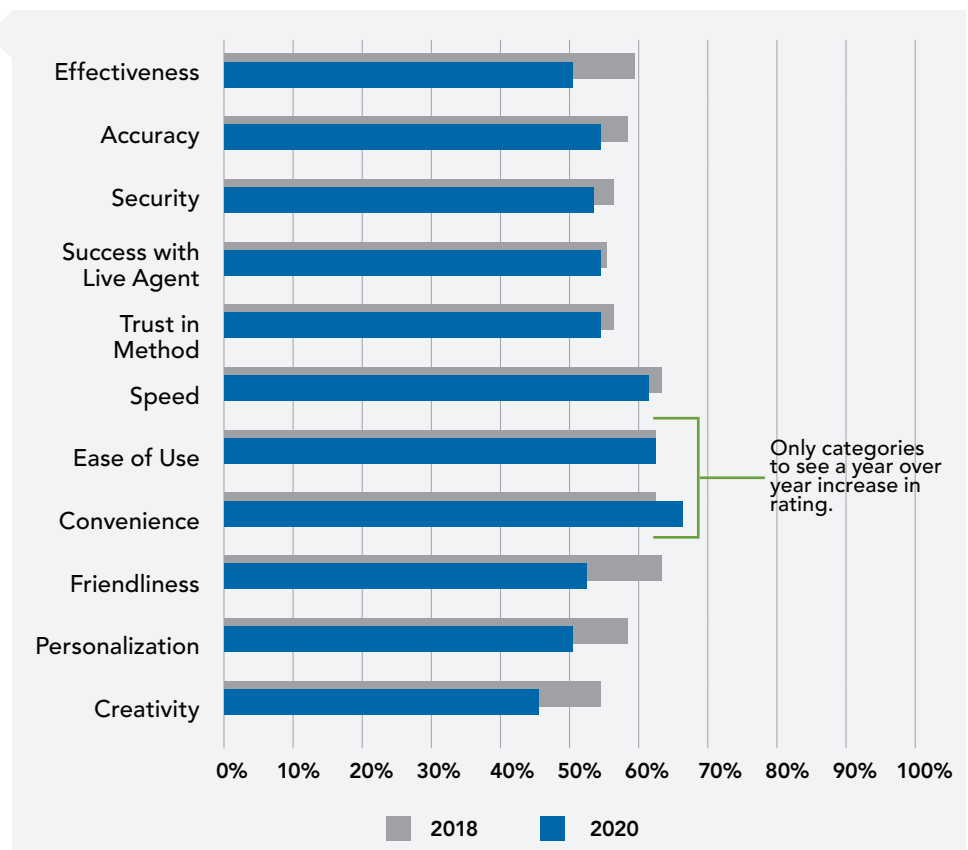
Outside of voice, web chat is consistently rated the second most popular channel among consumers (see pages 10 and 11). While they have told us they prefer live assistance, their experiences with chatbots are generally positive, which they view as convenient and easy to use.

Important to note, Chatbots have a mediocre score for effectiveness, which remember is the most important component to our 2020 respondents. Naturally they score highest marks for convenience and ease of use, but we advise companies to focus on making their intelligent assistants more effective at solving problems to meet consumer expectations.

### How would you rate the totality of your experiences with a webchat automated assistant?

#### SOMETHING TO CONSIDER

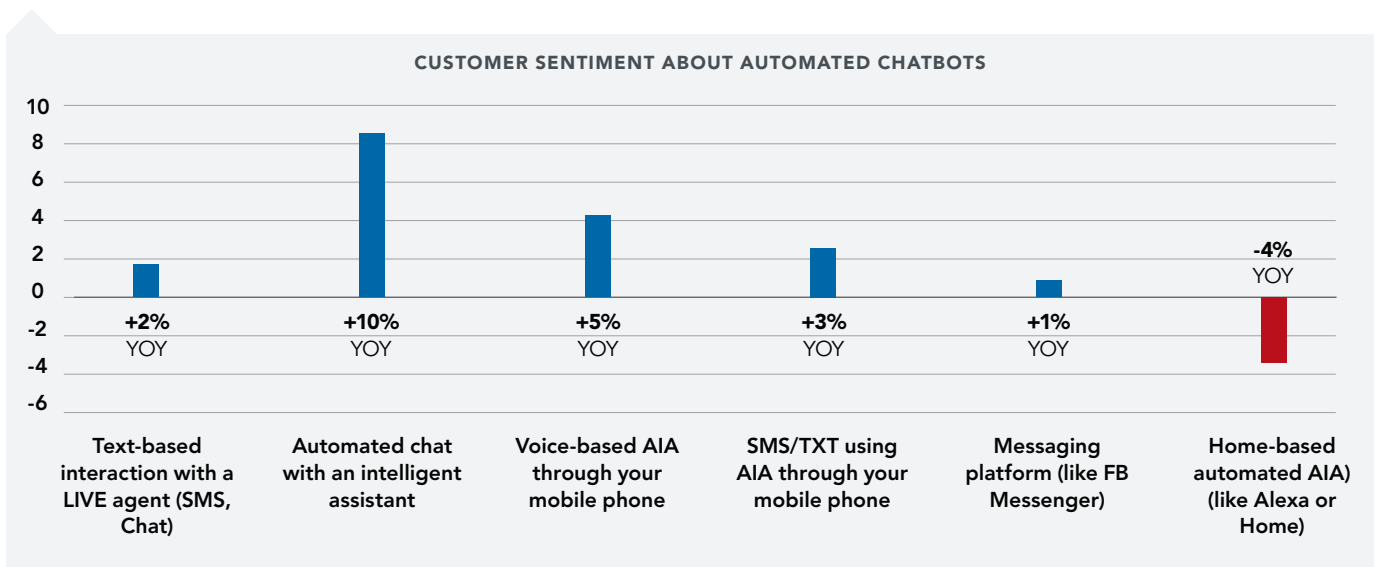
“From this consumer advocate’s perspective, we’re at the beginning of a dangerous trend in customer service. Businesses around the world are looking at machine learning as a way to save money while still keeping their customers happy. This study seems to suggest that while they can save money through automation, they won’t keep all their customers happy. And that’s a problem — for everyone.”<sup>3</sup>



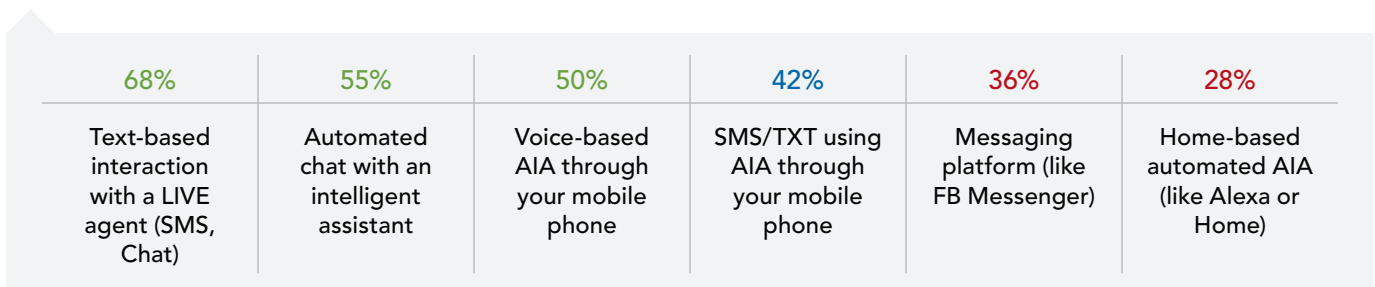
## ADOPTION OF AUTOMATED CHATBOTS IS INCREASING RAPIDLY

**Q** In the past year have you ever contacted customer service for anything using any type of....?

**WHAT WE FOUND** Customer sentiment about automated chatbots is generally positive, and as a result, an additional 10% of Americans utilized a chatbot in 2020 vs 2018.



Let's look at the percentage of 2020 respondents that contacted customer Service using these methods:



**BOTTOM LINE** Looking at the YOY growth you may think, Automated Chat is the best place to look for growth, our takeaway from these percentages is that there is room for growth across every one of these channels.

## COMPANIES CAN DRIVE SIGNIFICANT GAINS IN LOYALTY BY IMPROVING VOICE-BASED SELF-SERVICE

Voice is consistently the least preferred self-service channel, and it is viewed as ineffective in general. It doesn't have to be this way. Voice will always play an enormous role in contact centers, and voice-based self-service is here to stay. The fact that customers EXPECT a poor experience with an IVR, means that giving them an EFFECTIVE experience with voice self-service will stand out as an exceptionally positive experience.

**Q** How effective, in general, do you think each of the following ways you can interact with customer service are?

**SOMETHING TO CONSIDER** Are there specific points in your IVR where customers are dropping? Are there specific tasks that are better suited to be handled in an IVR, as opposed to live agents?

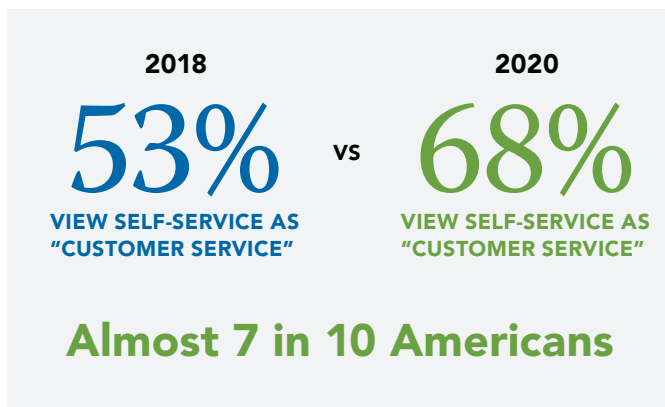
Due to the COVID-19 pandemic, organizations globally are experiencing significant spikes in call volumes. Small improvements in voice-based experiences will have an outsized impact in 2020.

### EFFECTIVENESS OF VOICE CALLS WITH CUSTOMER SERVICE

Speaking with a LIVE AGENT	SELF SERVICE responding to a series of questions or prompts with my dial pad or voice	SELF SERVICE using my regular Speaking Voice
<b>68% EFFECTIVE</b>	<b>35% EFFECTIVE</b>	<b>31% EFFECTIVE</b>

## CUSTOMERS VIEW SELF-SERVICE AS CUSTOMER SERVICE

Almost 7 in 10 Americans view self-service as "customer service," a significant increase from 53% in 2018.



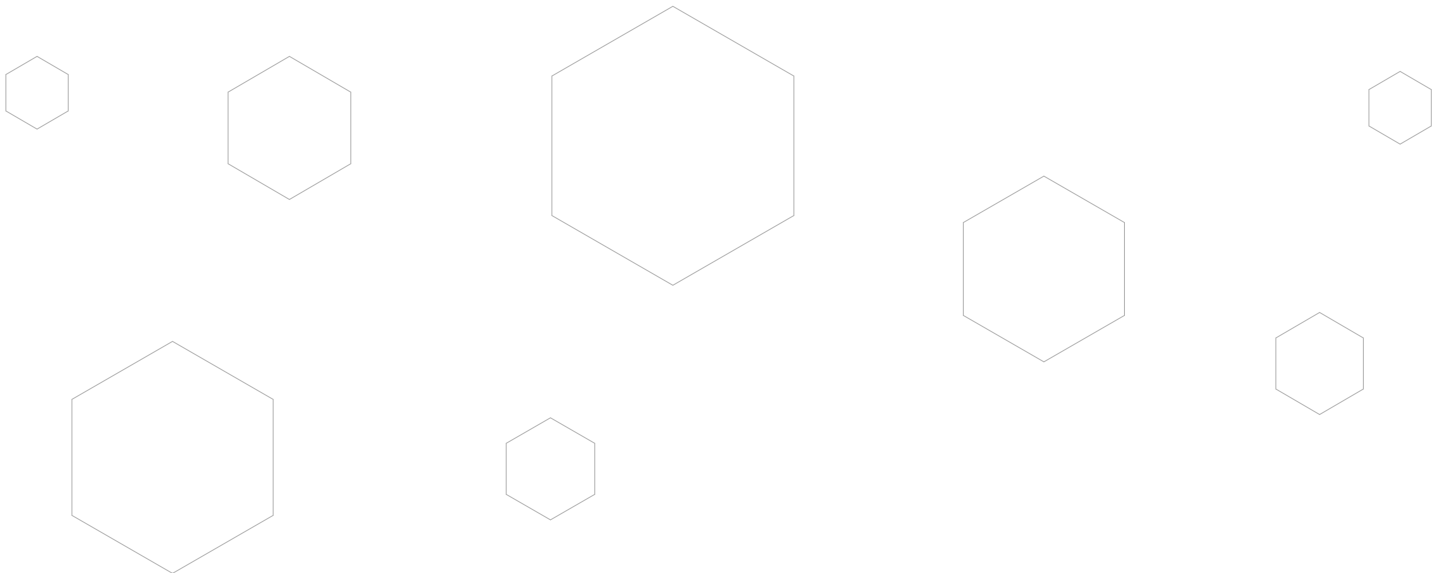
**Q** If you get a question answered or a request completed without speaking or interacting directly with a customer service agent, do you consider this to be customer service?

**WHAT WE FOUND** With companies spending \$2 trillion<sup>4</sup> on digital transformation in 2019 alone it is good to see that customers are valuing that investment. "Companies with the strongest omnichannel experiences retain 89% of their customers on average, compared to 33% retention for companies with weak omnichannel customer experience."<sup>4</sup>

CHAPTER 5

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# Customers Prefer Happy Agents



## CUSTOMERS WANT TO TALK TO HAPPY AGENTS

**Have you ever spoken to an unpleasant agent? Were you already frustrated? Combine a rude agent with your own frustration, and you're in for a bad experience.**

On the other side of the coin, have you ever spoken to a happy agent that actually improved your day? Maybe you talked about the weather, shared a joke, or were just treated with exceptional care? No matter how big or small, those extra experiences are a reflection of a brand.

**"In today's world, your company's reputation is only as good as the experience delivered to your average customers."**

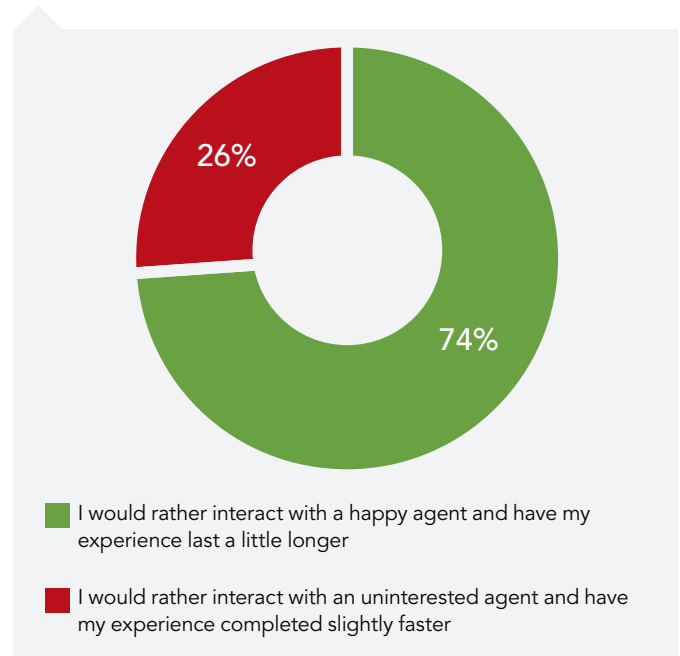
– Mark Leiter, Knowledge@Wharton March 2020<sup>5</sup>

Customers appreciate happy agents: earlier in this report, we showed how interaction speed is only moderately important to consumers, and friendliness ranked even lower. Yet, unhappy agents can still be friendly, this isn't about friendliness. Happy agents genuinely enjoy what they do, and go out of their way to connect with your customers and provide the best possible experiences for your customers.

Happy agents elevate good experiences to great: no matter how fast and effective your service is, a happy agent has the ability to add a positive emotional experience to a service experience.

**Q** Assuming your issue or question would be resolved to your satisfaction in both scenarios, would you rather interact with a happy agent and have your experience last a little longer or would you rather interact with an uninterested agent and have your experience completed slightly faster?

**WHAT WE FOUND** Nearly 3 out of 4 (74%) of consumers prefer a longer interaction with a happy agent over a slightly faster interaction with an uninterested agent.



Alvaria also invests annually in a Customer Agent Study with the macro objective of this specific study to investigate, from a variety of different perspectives (age, gender, size of customer support center, levels of engagement, other factors) the differing and similar attitudes, preferences and behaviors American Customer Service Agents have regarding their SATISFACTION, CONTACT MANAGEMENT SOFTWARE, the evolving topic of “INTELLIGENT ASSISTANTS” and WORKPLACE PRIORITIES AND PERCEPTIONS.

If customers prefer engaging with a happy agent, we felt it was important to highlight the overall Agent Job Satisfaction numbers from the 2020 Agent Survey.

## **Q How satisfied would you say you are currently with your job as a customer service representative? (1-5 scale)**

**WHAT WE FOUND** Job satisfaction has grown statistically stable across the generations this fielding. Millennials have gone up 6% since the last fielding.

**Fully 35% of the current agent workforce are VERY satisfied** – down directionally from 37% in 2018.



## RESOURCES

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**1 – [PWC, Experience is Everything. Get it right.](#)**

[www.pwc.com/us/en/services/consulting/library/consumer-intelligence-series/future-of-customer-experience.html](http://www.pwc.com/us/en/services/consulting/library/consumer-intelligence-series/future-of-customer-experience.html)

**2 – [McKinsey & Company, Why your call center is only getting noisier.](#)**

[www.mckinsey.com/business-functions/operations/our-insights/why-your-call-center-is-only-getting-noisier](http://www.mckinsey.com/business-functions/operations/our-insights/why-your-call-center-is-only-getting-noisier)

**3 – [Forbes, Chatbots are killing customer service. Here's why.](#)**

[www.forbes.com/sites/christopherelliott/2018/08/27/chatbots-are-killing-customer-service-heres-why/#454fe59c13c5](http://www.forbes.com/sites/christopherelliott/2018/08/27/chatbots-are-killing-customer-service-heres-why/#454fe59c13c5)

**4 – [Forbes, 100 Stats on Digital Transformation and Customer Experience.](#)**

[www.forbes.com/sites/blakemorgan/2019/12/16/100-stats-on-digital-transformation-and-customer-experience/#753095e63bf3](http://www.forbes.com/sites/blakemorgan/2019/12/16/100-stats-on-digital-transformation-and-customer-experience/#753095e63bf3)

**5 – [Knowledge@Wharton, Why Customer Experience is Now Job No. 1 for CEOs.](#)**

[knowledge.wharton.upenn.edu/article/experience-displaced-quality-job-no-1/](http://knowledge.wharton.upenn.edu/article/experience-displaced-quality-job-no-1/)

**6 – [Mobile Marketing Watch, SMS Marketing Wallops Email with 98% Open Rate and Only 1% Spam.](#)**

[mobilemarketingwatch.com/sms-marketing-wallops-email-with-98-open-rate-and-only-1-spam-43866](http://mobilemarketingwatch.com/sms-marketing-wallops-email-with-98-open-rate-and-only-1-spam-43866)

**7 – [Harvard Business Review, Stop trying to delight your customers.](#)**

[hbr.org/2010/07/stop-trying-to-delight-your-customers?registration=success](http://hbr.org/2010/07/stop-trying-to-delight-your-customers?registration=success)

**Alvaria thanks each of the firms that we have referenced in this report to help to confirm and further corroborate our research and findings.**

## AUTHORS



**Colleen Sheley**  
Vice President  
of Marketing

Colleen leads Alvaria's Marcom Team where she is charged with developing leading edge marketing and communication programs. Colleen taps into the variety of responsibilities she has had over the years to bring a unique perspective and unconventional thinking necessary to deliver on Alvaria's Customer First vision. Previous roles include; Global Services Marketing Leadership, Cloud Implementation Services Leader, Partnership Alliance, Performance Improvement, Business Development and even back to her college days at Point Park University, Colleen was a part time Agent answering calls regarding recipe card subscriptions. Colleen is passionate about making a positive impact, be it brainstorming innovative solutions, leading benchmarking and transformation workshops, spearheading Alvaria's Women In Technology (WIT) Organization or simply cultivating sincere relationships with Alvaria employees and customers. Twitter [@csheley](#)



**Michael Kropidowski**  
Senior Director,  
Product Marketing

As a Senior Director of Product Marketing at Alvaria, Michael contributes directly to company strategy with a view to market trends and product strategy, focusing on enhanced customer and agent experiences enabled through omnichannel contact strategies and workforce optimization. Michael leads the product marketing and product demonstration teams to effectively promote the value Alvaria's Enterprise Contact Center software can bring to existing customer and New Logo client organizations. Also, he is responsible for Competitive Intelligence, Sales Product Enablement and Analyst Relations to drive growth and recognition of Alvaria solutions in the market. Additionally, Michael and his team manage and coordinate activities for the Alvaria Customer Reference Program and Alvaria Customer Advisory Board.

Michael has more than 30 years of experience in the customer service and contact center industries. Joining Alvaria in April 1999, Michael brought more than 10 years of customer service, technical and sales training experience to the company, where he was initially the lead sales and technical channel partner trainer for the company's Contact Center platforms.





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