



# Bringing the power of data and analytics to the front line

September 2024

A CCMA Research Initiative

Supporting Partners

 ttec<sup>®</sup>  
ENGAGE

 ttec<sup>®</sup>  
DIGITAL

## Data, data everywhere

Contact centres have always been highly data-driven. Today data is more plentiful than ever, and easier than ever to access.

More and better data can bring many benefits: greater transparency and accountability, improved access to knowledge, helping frontline colleagues be more productive. However, realising these benefits is not as simple as just opening the taps. 'Too much information' can be as problematic as not enough.

What data and analytics are most useful for the front line, and how should this information be presented to maximise its utility? To answer these questions CCMA conducted this research, supported by TTEC Digital and TTEC Engage. It features contributions from leaders representing many different industries and contact centre types.

## With thanks to

CCMA, TTEC Digital and TTEC Engage extend their sincere thanks to all contributors for their generous participation in the study:

**Zoe Brocklehurst**, Root Cause and Quality Manager, Likewize

**Joe Burke**, Former VP Partner and Customer Care, Go City®

**Nick Coleman**, Senior Manager Customer Care, Dunelm

**Nicola Mayers**, Senior Customer Contact Manager, Network Rail

**Chantal Mitchell**, Customer Experience Manager, VIVID

**Daniel Nield**, Head of Bike Operations & Live Chat at Atlanta Group

**Sharon Oley**, Customer Services Director, Sage Group

**Luke Ollerhead**, Senior Insight Manager, The Very Group

**Sabina Onwuka**, Customer Service Manager, London Borough of Barking & Dagenham

**Michael Sherwood**, Head of Brand & Experience, Atom Bank

**Helen Shields**, Contact Centre & Operations Director, Collingwood Insurance

**Luke Squires**, Operations Director, Sykes Holiday Cottages

**Peter Tubb**, Global Head of Trading Services, IG Group

## Foreword from CCMA

We've never lacked data in contact centres. But thanks to technology advances such as cloud and AI-powered tools such as speech analytics, we have access to more than ever before.

The prodigious quantities of data have big implications for how we work. We have to build our capability to find the needles of insight in the data haystacks, and to be able to act on what we discover. Expert curation and interpretation are critical, and data literacy has emerged as an important skill.

This report outlines many exciting use cases for data and analytics, and explains how colleagues and

customers will benefit. But we should not lose sight of the fact that in the course of fully realising these benefits, colleagues will need reassurance and resilience as their roles and responsibilities evolve.

Furthermore, the push towards an even more data-led future poses a number of fundamental strategic and even ethical questions that contact centre leaders must face head on. Get ready for a thought-provoking read.



**Leigh Hopwood,**  
CEO, CCMA

---

## Foreword from TTEC Engage and TTEC Digital

At TTEC Digital, data and analytics are one of our core focus areas. Why? We're in the business of customer experience (CX) consulting – helping our clients create value throughout the customer journey by leveraging the best strategies and technologies. Data and analytics are central to this goal.

Data is what helps us understand customers on a deeper level. Analytics unearth insights that strengthen customer connections. This report underscores the importance of bringing data to frontline associates in ways that allow them to improve their performance and better help customers. Equally important is that data flows not only to the contact centre, but from the contact centre back to the business.

Contact centres are at a pivotal point as they shed the image of cost driver and evolve into a value driver – and data is the driving force behind this evolution.



**Robert Allman**  
Senior Vice President, TTEC Digital, EMEA

TTEC is proud to champion the influential research and findings that make this CCMA report so compelling. It's a must-read for contact centre leaders who want to understand how AI and data analytics are transforming the roles of customer support associates and creating unexpected opportunities for operational optimisation.

What's particularly intriguing is that the report validates a significant trend TTEC has observed: the evolution of traditional customer support into sales and customer retention strategies that transform the contact centre from a cost centre into a profit centre. Our well-trained, empathetic associates use AI-enhanced tools to seamlessly convert service interactions into sales and satisfied customers.

TTEC is hyperaware of how technological innovation and shifts in consumer behaviour are impacting contact centres today, and how the power of data and analytics will redefine the front line in the future. We're honoured to partner with CCMA in supporting this forward-thinking report.



**Simon Dillsworth**  
Senior Vice President, Head of TTEC Engage, EMEA

## Getting the information balance right

Every contact centre strives to equip colleagues with the information they need to do their job well, but not so much as to overload. The risk of 'too much information' is particularly critical given that excessive cognitive load is already a reality for many frontline teams who must cope every day with fragmented, difficult-to-use systems and increasingly complex, cognitively demanding interactions.

### Democratising access to performance and quality metrics

In organisations of all shapes and sizes it is becoming commonplace to offer colleagues access to KPIs via personal dashboards. Migrating to cloud-based platforms is often the trigger. Putting information into the hands of users drives personal accountability and also consistency across the team. This also brings the possibility of presenting frontline metrics in real time, rather than lagging metrics which may already be out of date by the time they are presented.

***“ People want to know their quality scores without waiting for their coaching session or scheduled update. They want to see how they're doing in real time. Where am I trending? What do I need to work on? They can use that data to start eliciting conversations with their peers and with their managers, whereas at the moment it's very one-way.”*** - Daniel Nield, Head of Bike Operations & Live Chat at Atlanta Group

***“ When you use lagging metrics at the end of the month, it was very hard for agents to truly understand the many factors that were driving the score. In trading, you can be affected not just by the interaction, but other factors related to market conditions and client's profit and loss. You've got these metrics updating in real-time and they can see where they're trending and self-correct as required.”*** - Peter Tubb, Global Head of Trading Services, IG Group

### Keeping it simple

It is important for contact centre leaders to be selective and intentional in choosing what information to present. Users must be able to quickly assimilate what they need to know, and identify the actions they need to take.

***“ You've got to make it simple and make it short. Not having to look at many different numbers to get to what you need to know. Surface the things that are important.”*** - Nick Coleman, Senior Manager Customer Care, Dunelm

Organisations should be clear about which metrics matter to the front line, and be prepared to discard less relevant ones.



- Average Handle Time
- Utilisation rate
- Speed to answer
- Transfer rate
- First Contact Resolution



*“ When I started here, my teams were presented with every data element they could possibly have: case file closures, AHT, call answer rates, whatever you can think of. It drove a focus on the numbers, not experience. My team and I made a decision early on that we would stop putting significant agent focus on the numbers and concentrate more on the experience they deliver. The management team remain focussed on understanding the levers to inform the decisions they make on a daily basis, so the stats remain an important part of what we do, but to enable us delivering great experiences. It remains a journey for us, but we are realising better efficiencies than ever before. We maintain a world-class NPS score of 73, our customer satisfaction scores remain high and we actually get to more demand than ever before, utilising all resources available to us and simply putting the ‘human’ back into what we do.”* - Luke Squires, Operations Director, Sykes Holiday Cottages

*“ We’ve managed to simplify a lot of our KPIs because it was getting too numbers orientated and people were focusing on the number, not thinking about the experience for the customer. We said AHT targets would not be for the [agent], but only for the team manager. The key metrics we use for our frontline people are first-time resolution and TNPS (Transactional Net Promoter Score).”* - Sharon Oley, Customer Services Director, Sage Group

One lens by which to determine the usefulness of a metric is the 'so what' – the ability for the individual to take action as a result of seeing the score.

*“ I’ll ask you to delete that data source if it’s just telling me a number. What I want is to know what can I do about it and how does this benefit our customers, owners and staff.”* - Luke Squires, Operations Director, Sykes Holiday Cottages

Ideally, KPIs should help frontline colleagues to understand the bigger picture and their individual role within this, so that they know how they can participate to make a difference.

*“ We try and give our advisors information about their own performance, information about departmental performance, and wider business performance. I’m working to help our teams understand how their own performance adds to the departmental performance, which in turn aids the company’s performance. It can be challenging bringing that to life for advisors and show how their input and influence makes a difference.”* - Chantal Mitchell, Customer Experience Manager, VIVID

It is not uncommon for matrixed organisations to have multiple and different sets of KPIs sourced from different business units: introducing dashboards presents an opportunity to consolidate and streamline.

*“ We work across three to four broker systems due to acquisitions. Each system pulls different data in different ways. Some of the individual businesses may view productivity slightly differently, because there’s a lot of ways to measure it. It’s about understanding what’s the right measure for everybody.”* - Daniel Nield, Head of Bike Operations & Live Chat at Atlanta Group



.....

***“ We should be empowering our team managers to be the custodians and owners of how we translate the data through to advice and coaching for our agents. It’s our managers that own those relationship and deliver that data and insight back to the agent in a way that fits that particular individual and what’s right for that individual. I want managers focussed on supporting our agents through the best coaching, enabled by amazing insights and actions and not distracted by driving a number.”*** - Luke Squires, Operations Director, Sykes Holiday Cottages

.....

## Context is everything

Equipping users with direct access to data can be transformational, but it can bring a risk of misinterpretation. This is particularly applicable to dashboards with live updates, which if used incorrectly lead to premature conclusions or a tendency to be over-reactive. Expert curation and interpretation are essential.

On the front line, it is often the team leader who serves as lead data curator and interpreter. As such, data literacy and the ability to communicate data-led insights to frontline teams is becoming a crucial skill for managers. It may also require managers' roles to be redefined, to carve out the time they need to fulfil this role.

.....

***“ If someone is taking 15 minutes on a call and the target is 7 minutes, then it is down to the manager to identify why. It is then down to them to support the agent and offer coaching to help improve this rather than the agent being left to work this out for themselves. As a manager you are the driving force to support improvement.”*** - Zoe Brocklehurst, Root Cause and Quality Manager, Likewize

.....

## Adding insight from non-operational data

When selecting data sources from which to extract insight for the front line, contact centres can tap into not only the wealth of operational data they generate but also non-operational sources. Two examples are VoC (Voice of Customer) data and speech analytics.

### VoC data

VoC refers to customer-generated ratings and reviews, typically captured by the organisation via proprietary means although it can also include customer reviews on public sites and social media. The merits of sharing individual customer ratings and reviews with advisors is hotly debated as it can bring risks as well as rewards, but when carefully deployed it can certainly drive accountability. VoC is also used for case resolution and updates, when customers escalate issues requiring attention in their VoC feedback.

***“ We’ve managed to get VoC onto all the agents’ desktops. It’s fed back in real time. VoC is really prominent in annual appraisals, so it’s really important that they have the data. We’ve seen our customer satisfaction scores massively increase through refining that data, getting it into our ways of working, the debate and feedback, workshops with the guys, and really empowering them to drive it because at the end of the day, they’re the people who speak to the customer every day.”***

- Daniel Nield, Head of Bike Operations & Live Chat at Atlanta Group

### Speech analytics

Speech analytics can be used in the contact centre to identify where friction occurs in live customer interactions, generating insights for coaching and training and to improve the knowledgebase.

The outputs from speech analytics are typically not shared with the front line directly, but rather are routed via managers and leaders in the first instance to provide essential context and interpretation.

***“ In our business there is huge variety in the types of queries we receive, and a lot of things for agents to remember when they’re on the phone. Thanks to speech analytics, we know which topics take longer to talk about than other topics. We can go to our agents who are our best performers on certain topics and say, what are you doing differently? That means we can learn, adapt and ensure we give great outcomes to the customers. We can then inform our training teams who on-board new agents, to focus on these difficult topics.”*** - Luke Ollerhead, Senior Insight Manager, The Very Group

Speech analytics can also offer early-warning signals of issues emerging upstream.

***“ It helps us understand demand. In the past we’d rely on word of mouth from our front line to tell us for example that lots of customers were calling in saying they don’t have the renewal documents. We’d go digging and discover we hadn’t been delivering renewal documents. Now, if we see a surge in customers stating something, it’s automatically flagged so we can start analysing and fixing at it straight away.”*** - Daniel Nield, Head of Bike Operations & Live Chat at Atlanta Group

***“ We’ve been able to understand a lot more in the short time that we’ve had speech-to-text. If a customer is showing some signs of dissatisfaction and potentially going to leave us, we’re able to then delve into those calls or chats and understand why.”*** - Sharon Oley, Customer Services Director, Sage Group

Voice analytics can be used to flag difficult conversations where the advisor would benefit from immediate support for example to have the team leader listen in. It can also support well-being, for example to automatically to schedule extra break time after a difficult call.

.....  
**“ Our Customer Arrears Support Team often talk with customers who have been through extremely challenging personal circumstances. These difficult calls can take a lot out of our agents. We've seen technology which identifies those really difficult calls and gives agents break time after the call is finished, supporting their wellbeing.”** - Luke Ollerhead, Senior Insight Manager, The Very Group  
.....

.....  
**“ Our system uses sentiment analysis, so you get emojis of happy or sad faces based on what the customer is saying. We are going to turn on a feature that alerts a supervisor if the customer is displaying signs of dissatisfaction, so that we can react quickly and shadow the call, help coach the agent if needed or signpost them in a particular direction. The system also prompts knowledge articles that can help the advisor resolve the call.”**  
- Chantal Mitchell, Customer Experience Manager, VIVID  
.....

.....  
Another important application of speech analytics is to cover a wider cross-section of conversations for QA (quality assurance) purposes.  
.....

.....  
**“ We used to have a process where every agent would have four calls monitored to create their QA compliance score. Now we can monitor every single call. We built it so that 80% of the compliance elements are scripted. We know if you said A, B or C. That's the bulk of the work. The other 20% are things such as they've told the customer how much their [insurance] excess is - but we don't know if they gave the correct excess amount. We can go into that part of the call and listen to make sure that's being done and the conversations are happening in the right way.”** - Daniel Nield, Head of Bike Operations & Live Chat at Atlanta Group  
.....

.....  
Overlaying speech analytics with VoC data identifies which elements of customer conversations drive higher and lower satisfaction.  
.....

.....  
**“ That's really helped our coaching, as we can see what type of words are driving the sentiment scores.”** - Daniel Nield, Head of Bike Operations & Live Chat at Atlanta Group  
.....

.....  
Another important use case for speech analytics, especially in regulated industries, is to help flag vulnerable customers. Technology is proving to be more effective in doing this than a human advisor, and it reduces the pressure on the advisor and the fear of failing to identify.  
.....

.....  
**“It isn't always easy to identify vulnerable customers. A lot of the time, the agent is following a process, assigning a reference number and they're opening a case. They're looking through the customer's policy to find out what the query is about. They might not be actively listening to cues the customer might be giving, which could be a flag to some form of vulnerability, it's a difficult balance.”** - Daniel Nield, Head of Bike Operations & Live Chat at Atlanta Group  
.....

## Elevating the knowledgebase

The availability of data and analytical tools mean it is easier than ever for contact centres to develop and improve knowledgebases. A good knowledgebase is a powerful tool that makes life easier on the front line, and helps resolve customer queries quickly and definitively.

Contact centres vary in their adoption of knowledgebases: some use none at all, relying on colleagues to memorise knowledge, while at the other end of the spectrum contact centres are deploying leading-edge 'agent assist' tools (discussed in the next section) to push relevant knowledge in real time during the course of a customer interaction.

### Getting better at the 20%

As self-serve captures more of the straightforward demand, knowledgebases assist advisors to resolve the more complex and challenging queries that form an increasing proportion of live customer interactions.

***“ 80% of your calls will be memorable from an agent’s perspective in terms of providing the right answer. But it’s the 20% that come in that you can’t remember that are really important. You need to be able to access that information quickly, with UX [user experience] that is well thought through, that enables a quick and accurate answer. If you can’t then you have to ask your colleague or you have to ask a team leader. At Atom Bank, the vast majority of the journeys are digital and self-served. As a result, when customers do need to contact us, it’s probably going to be the 20%. They’re going to be more complex, longer conversations, more difficult to solve.”*** - Michael Sherwood, Head of Brand & Experience, Atom Bank

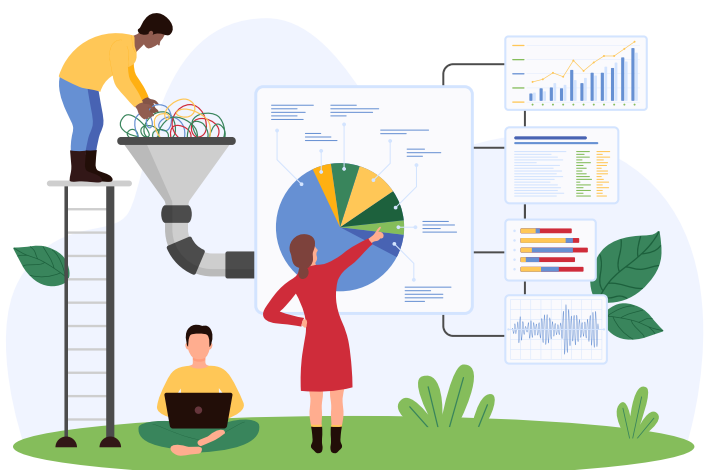
### Capture frontline demand patterns

Databases can be used not only to serve knowledge, but to capture demand and intent patterns. These insights are used to inform coaching, for self-serve channel strategy, and to identify where the knowledgebase needs strengthening.

***“ Our knowledgebase does two things. It helps agents to answer the question. It also captures the reason for contact. You can see the top reasons for customers ringing in.”*** - Michael Sherwood, Head of Brand & Experience, Atom Bank

***“ We would like more data on what the most asked questions are, what percentage of our agents are asking that question. That’s the next step for us. It will help inform our training needs analysis and can inform your website FAQs to save your customers having to go through a decision tree.”*** - Daniel Nield, Head of Bike Operations & Live Chat at Atlanta Group

Effective knowledgebase implementation typically requires considerable work up front to structure the underlying data, especially if the knowledgebase is under-developed to begin with.



## Tapping into the power of ‘agent assist’

Perhaps the most exciting frontier of data and analytics in the contact centre is represented by a category of applications informally known as ‘agent assist’. These applications are highly diverse, but what they have in common is that they are enabled by cloud connectivity to interrogate databases such as CRM and knowledgebases to push relevant information to an advisor at the point of need.

Delivering information and insight in the moment helps to narrow the capability gap between less and more experienced advisors, and reduces the time required to on-board new colleagues as there is less for them to memorise.

.....  
***“ It gives prompts to the advisor as to what they might do next, depending on what they’re being told.”*** - Nicola Mayers, Senior Customer Contact Manager, Network Rail  
.....

.....  
***“ When you listen to calls you can hear the focus for new recruits is on navigating the system and trying to understand where to find the answers to customer questions. With a tenured agent who is proficient on the system and accessing knowledgebase tools, the conversations are more natural and engaging. If we could take away that element of the job that they don’t really need to do, that isn’t value-added for the customer, we can allow our colleagues to focus on what is important which is to provide great customer service.”*** - Daniel Nield, Head of Bike Operations & Live Chat at Atlanta Group  
.....

Agent assist can be especially powerful in fast-moving organisations where information changes on a frequent basis.

.....  
***“ Because we work with many different partners from large enterprises to small sole traders across the world, the answers are very different. In travel, things change very quickly.”*** - Joe Burke, Former VP Partner and Customer Care, Go City®  
.....

A powerful example of agent assist is connecting to a CRM system during an interaction to offer useful information about the customer, such as profile and contact history.

.....  
***“ What do we know about you? Have you contacted us in the last two, three, four weeks? What was the outcome of that? Are you contacting us because you’ve not had a resolution? How can I make sure that when an agent manages that contact, that they’ve got enough context to deliver a good outcome. For us, it’s about knowing where that customer’s been in their journey.”*** - Nick Coleman, Senior Manager Customer Care, Dunelm  
.....

## How data and analytics will re-invent the contact centre

Data and analytics are changing not only what the front line does and how they do it, but the fundamental role of the contact centre and the value it brings.

*“ If the ‘quant’ can be done really accurately by machines, [contact experiences become] all about the brand, advocacy and personal relationships.”* - Michael Sherwood, Head of Brand & Experience, Atom Bank

Less time spent administering process and on repetitive tasks frees up time to engage with the customer, on active listening and building rapport. One possible outcome of this is to blur the lines between customer care and sales/retention.

*“ When an owner calls, the system presents my front line with lots of data about that owner or customer right away. It helps our people to be more proactive in the conversation and less transactional, which I envisage will have a positive impact on retaining the owner or customer long-term. If I have an agent on 18 minutes average handling time and I manage to retain an owner*

*from leaving, because we have listened, shown we cared and acted on their feedback then the value of the longer call is significantly higher than a shorter one.”* - Luke Squires, Operations Director, Sykes Holiday Cottages

*“ If a customer is high value or there’s a product or service that is going to be beneficial to them, it will pop up in Salesforce to tell the colleague to have a conversation about it. Our colleagues absolutely love that.”* - Sharon Oley, Customer Services Director, Sage Group

Reaping the benefits will require boldness and a willingness to embrace sweeping change.

*“You have to be prepared for the job role and the skill sets to fundamentally change. If I’ve employed people in the past to click buttons and follow processes, but now I’m asking them to deliver what the machine has generated rather than generate it themselves, I’m now employing communications people not people who follow process maps.”* - Nick Coleman, Senior Manager Customer Care, Dunelm



## Preparing for change

The power of data and analytics can have a profound impact on the front line, but change is not always perceived as positive. Implementations can fail. Initial resistance is to be expected, especially where the application of technology alters job responsibilities. Widespread public concern about loss of jobs from AI and automation will inevitably be reflected in colleague perceptions. As such, it is incumbent on contact centre leaders to reassure and educate.

***“ We have to take away the fear that the technology is going to replace people. It will aid shifting people resources towards value-added tasks, things that the bot or an AI engine can't do very well, for example conversations requiring empathy, highly complex or an emergency situations.”*** - Joe Burke, Former VP Partner and Customer Care, Go City@

***“Giving advisors and customers the sense of something that is in their gift is really, really important and empowering and builds confidence.”*** - Chantal Mitchell, Customer Experience Manager, VIVID

With change being now a constant, hiring and nurturing change resilience within teams is top priority.



## Important questions to be addressed

Improvements in data and analytics promise a step change in frontline productivity, benefitting customers, colleagues and the organisation. As contact centres pursue the opportunity they should also go in with eyes fully open to possible risks.

### Does more data add cognitive load?

A perennial challenge for colleagues on the front lines is the need to work with multiple systems and screens which may not be intuitive to use or joined up. This brings cognitive load and may create additional stress, at the same time as queries coming into advisor-assisted channels are becoming more challenging and harder to resolve than ever before.

When implementing data and analytics initiatives, it is crucial to pay attention to user experience. Furthermore, the ability to comfortably deal with large volumes of information is becoming an increasingly desirable trait among colleagues and as such, a focus for recruitment.

*“ We employ a lot of grads, who want information at their fingertips and who can absorb an awful lot of information. I don't see that our scorecard has added to information overload. In fact, it's given transparency which our people like. They like fairness, they like competition, they like to question the data and this makes us better because we also take their feedback to improve how the data is used and displayed.”* - Peter Tubb, Global Head of Trading Services, IG Group

### Does consistency reduce accountability?

Using the likes of agent assist tools can achieve greater consistency of resolution and language, through applying the 'gold standard' every time instead of leaving it up to individuals.

However, taking away some of the decision-making from humans may feel like a threat to job security and satisfaction, and furthermore it raises new questions around accountability.

*“ While there's a human making a decision, there's some degree of accountability. If they make a mistake, you can coach that individual and fulfil your obligations to make good. If an automated system makes mistakes, the accountability for those mistakes seems less clear. How do we provide assurance to regulators that we are able to improve? Or do we accept there's a degree of error like there is with all automated systems.”* - Luke Ollerhead, Senior Insight Manager, The Very Group

### How to ensure the technology makes the job better, not worse?

The application of data and analytics on the front line can empower individuals and when designed well with user experience in mind, can free up cognitive capacity. At the same time, there can be also be a risk that it takes away some of the legacy job content, making the job less interesting.

*“ Last year we tested an AI solution for webchat. I thought it would be well received and transformational. But ultimately the agents didn't want to engage with it. They felt that it took away their ability to provide a take on what they were saying to the customer. We're trying to find a balance.”* - Nick Coleman, Senior Manager Customer Care, Dunelm

One of the questions that leaders must grapple with is finding the sweet spot between automating knowledge and decision-making for better consistency, whilst retaining the individuality and creativity of human advisors.

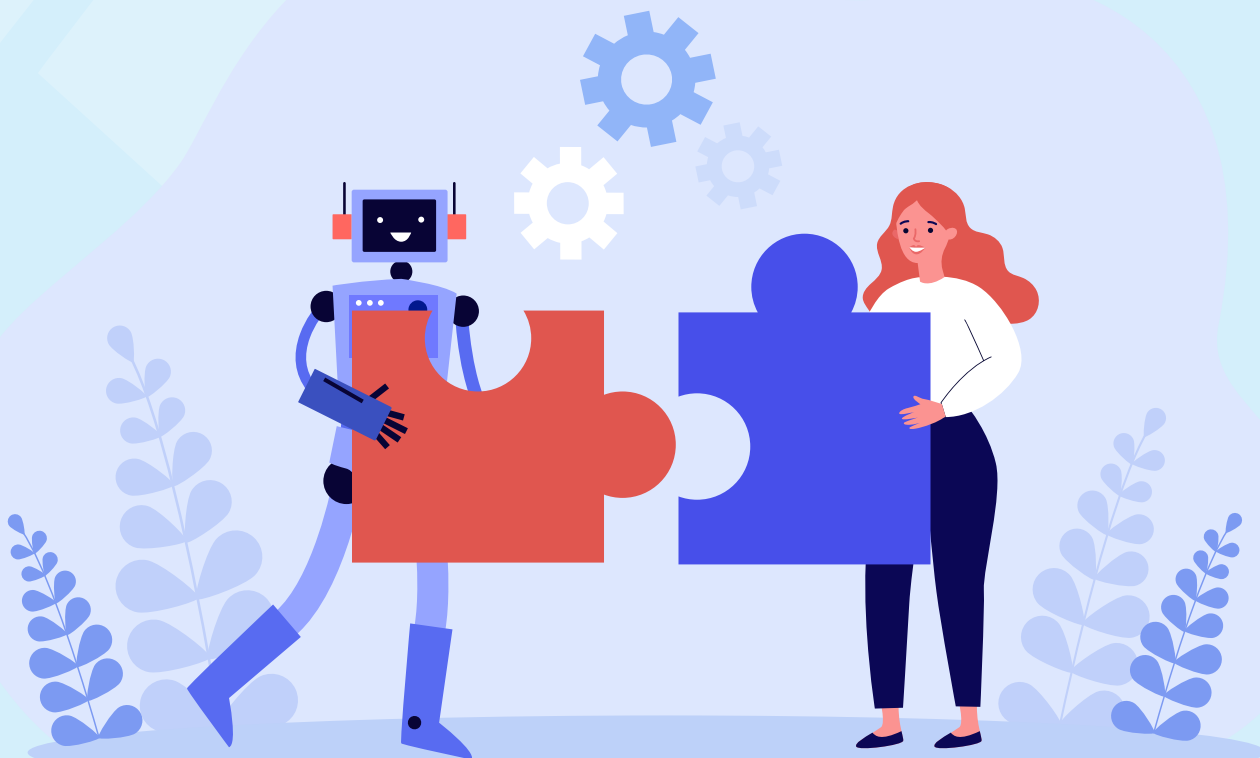
.....

***“ Should you allow a broad spectrum of behaviours, or should you channel your agents into a single behaviour that you believe is best? This is something we should debate further as an industry.”*** - Luke Ollerhead, Senior Insight Manager, The Very Group

.....

***“ We’re in POC [proof of concept] with an agent assist that deploys AI from written queries providing consistent written answers for agents to review. Our dream scenario is we can utilise AI with all our interactions including voice as we transcribe in real-time all our calls. It’s a really interesting thought process. Is it something that we’re now going to just give to a select number of agents who then review and send the answers, and that’s their skill set? Or is it something that all agents use? You end up with a different type of training for your agents.”*** - Peter Tubb, Global Head of Trading Services, IG Group

.....



# 5 discoveries

## to bring the power of data and analytics to the front line

- 1** Dashboards democratise access to KPIs and empower the front line to take charge of their own performance with leading metrics. Keeping KPIs simple and actionable are key to dashboards' impact.
- 2** When data and information are abundant, the team leader plays a critical role to cut through the clutter, interpret and provide context.
- 3** One of the most powerful technologies for the front line is speech analytics, which bring a multitude of use cases: early warning of emerging issues, improved flagging of vulnerable customers and difficult conversations where the advisor would benefit from help or escalation, and more comprehensive QA coverage.
- 4** Enhanced data and analytics capabilities are supercharging knowledgebases and the value they bring to the front line. Agent assist tools allow knowledge to be served up in real time and in context.
- 5** As data and analytics become more embedded in contact centres, frontline roles and responsibilities will evolve. There will be less emphasis on process and more on active listening, empathising and rapport-building. Leaders must prepare for change, to reassure colleagues who may be worried about their jobs, and be ready to tackle big strategic decisions around balancing humans versus machines.

## About the CCMA

For 30 years, the CCMA (Call Centre Management Association), as the longest established contact centre industry body, has been dedicated to supporting contact centre leaders across the UK. Founded on the principles of sharing best practice and networking to improve skills and knowledge, the CCMA is a thriving community that represents leaders from a huge cross-section of our industry.

Membership of the largest community in the industry offers unique opportunities, such as free annual benchmarking of 25+ KPIs, free entry into the UK National Contact Centre Awards and free tickets to the UK National Contact Centre Conference, invites to Executive Networking Dinners and exclusive events for members-only such as the many Special Interest Groups and CONNECT. Members also benefit from discounted training through the UK National Contact Centre Academy, the industry's training partner.

To support the industry further, the CCMA conducts regular original research for download, including the Salary and Skills Guide, the Voice of the Contact Centre Consumer research, the Evolution of the Contact Centre tracking the industry's progress and Good Practice Guides on a variety of topics.

[www.ccma.org.uk](http://www.ccma.org.uk)

## About TTEC Engage

TTEC is a leading global CX technology and services innovator for AI-enabled digital CX solutions. Serving iconic and disruptive brands, TTEC's outcome-based solutions span the entire enterprise, touch every virtual interaction channel, and improve each step of the customer journey. The company's TTEC Engage business delivers AI-enabled customer engagement, customer acquisition and growth, tech support, back office, and fraud prevention services. Founded in 1982, the company's singular obsession with CX excellence has earned it leading client, customer, and employee satisfaction scores across the globe. The company's approximate 54,000 employees operate on six continents and bring technology and humanity together to deliver happy customers and differentiated business results.

[www.ttec.com/emea](http://www.ttec.com/emea)

## About TTEC Digital

TTEC Digital is a global leader in customer experience orchestration, combining technology and empathy at the point of conversation. With decades of innovation experience across the world's leading contact centre technology platforms — plus in-house expertise in CX strategy, data and analytics, AI and more — TTEC Digital delivers an unmatched skillset for organisations looking to forge deeper customer relationships and drive better business outcomes.

[Learn more at ttecdigital.com.](http://ttecdigital.com)

**Join  
us!**

## **Not a member?**

There is no better time to join us. The industry is changing and we are giving our members more opportunities to learn, to network and to support each other.

**[www.ccma.org.uk/membership](http://www.ccma.org.uk/membership)**



0333 939 9964 | [www.ccma.org.uk](http://www.ccma.org.uk) | [info@ccma.org.uk](mailto:info@ccma.org.uk)