

**SPECIAL REPORT SERIES**

# Next-generation customer intelligence

New opportunities for improving your CX,  
strengthening your brand







## Introduction

You will doubtfully find a customer contact leader who downplays the importance of data. They view it as essential for understanding and connecting with their customers, measuring performance and coaching employees. Many will emphasize its role as a leading “export” the contact center offers to the broader business.

Unfortunately, you will also struggle to find a customer contact team that excels at capturing, unifying, analyzing and operationalizing intelligence.

Only **18% of leaders** report successfully leveraging customer data to create better customer journeys. Most organizations urgently acknowledge the need

to improve access to insights on agent performance, omnichannel behavior and customer sentiment. Alarming, **51% of teams** lack consistent access to customers’ purchasing history, let alone detailed persona and preference data.

Due to significant marketplace trends, addressing these gaps and unlocking actionable contact center intelligence is becoming increasingly vital. Part three of CCW Digital and Foundever’s Contact Center Elevation Series identifies the impact of these trends while providing a blueprint for amplifying data’s organizational impact.



## Rethinking intelligence: New stakes for a new landscape

The importance of customer intelligence has never been in question. After all, it takes knowing one's customers in order to successfully deliver for them. It takes understanding the employee experience in order to meaningfully empower them.

Recent transformations, however, are heightening the challenge of accessing this intelligence—and the stakes of successfully actioning it.

### Transformation 01 Evolving self-service-agent assistance interplay

As customers turn to self-service for simple issues, they will increasingly rely on live agents for complex ones. More than a commentary on a new workflow normal, the trend profoundly affects customer intelligence.

For self-service to succeed, businesses must gain robust insights into how their bots and IVRs are performing. Self-serving customers won't have agents to guide them through confusing menus, so organizations must ensure these experiences are clear, navigable and relevant. Without tailoring self-service to customer needs and expectations, brands won't improve adoption and containment and will miss the rewards of an "AI for simple issues, agents for complex ones" dynamic.

Assuming that dynamic does come to fruition, businesses will also need to assess agent-led interactions with a much greater degree of nuance and clarity. Agents will be handling more nebulous and

high-stakes issues, which means a deep understanding of what they are communicating—and how that aligns with customer expectations and compliance requirements—becomes utterly essential.

The pivot from scripted interactions, moreover, will render traditional static scorecards ineffective. Instead, detailed interaction intelligence will guide personalized, ongoing coaching and improve agent performance.

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## Transformation 02 Emphasis on consultative conversations

The agent of the future will not simply be handling more technically complicated interactions; they will also be encountering more emotional ones. After all, they will be representing a human, empathetic counter to the transactional bot experience.

It will not be enough for agents to deliver accurate communication and provide suitable resolutions. They will have to actively adapt to the emotional context of interactions, ensuring their efforts have a positive impact on customer happiness.

Capturing data on customer sentiment is crucial. Agents will rely on this insight to tailor communication and deliver the right message at key moments.

Trainers will use correlations between experiences and emotions to coach agents and orchestrate customer-centric journeys effectively.

Insight into employee sentiment will also become more important. Personal, high-stakes conversations will amplify the link between agent wellbeing and customer satisfaction, making monitoring and supporting agent sentiment essential.

Capturing data on customer sentiment is **crucial**.

## Transformation 03 Ongoing omnichannel revolution

In the era of omnichannel engagement, customer interactions do not happen in a vacuum. They are the product of everything the customer experienced prior to that moment of truth and they directly inform what will happen after.

For instance, a customer who endures a long, frustrating bot experience will likely bring that hostility when escalating to an agent. If the agent fails to adapt to this emotional context and simply follows a standard script, they risk worsening the customer's anger—even if they do everything technically right.

Worse, if the customer later leaves a negative feedback score or cancels their account, the agent may be unfairly blamed—despite the fact that the customer's trust eroded well before agent involvement.

This scenario highlights the need to assess the entire omnichannel journey. Brands must equip agents with a comprehensive, 360-degree view of the customer's experience. This insight helps avoid repetitive questions, increase personalization, tailor interactions to the customer's context and identify the real causes of frustration or satisfaction.

Armed with this level of intelligence, agents can perform better in real time and leaders can focus on deploying the most impactful technologies and strategies.

Brands must equip agents with a **comprehensive, 360-degree view of the customer's experience**.



## Transformation 04 Changing workforce construct

The contact center workforce is rapidly evolving.

Globalization means agents now provide support from diverse locations, often across different cultures and languages. With the rise of outsourcing and hybrid models, many agents no longer work in a brand's contact center—or even in a traditional office. Additionally, the growing complexity of tasks means agents need specialized skills and tailored coaching.

Unable to look over every agent's shoulder, managers will rely on comprehensive, real-time data to assess performance and make strategic decisions. Unable to quickly interact with immediate peers or supervisors, agents will rely on business intelligence to stay connected to the organization—and understand key improvement opportunities. Unable to assess nuanced or specialized interactions against traditional quality scorecards, businesses will rely on deeper insights to spot performance gaps.

## Transformation 05 Revised metrics and objectives

In **Metrics that matter**, CCW Digital and Foundever emphasized the importance of metrics like issue recurrence rate, customer effort score and employee net promoter.

They also called on contact center leaders to prioritize new performance indicators, such as avoidable support ratio (the percentage of agent-led interactions that could have been resolved through self-service), predictive personalization score (the effort required for an agent to recognize a customer and the impact of that recognition speed) and customer action score (how customer behavior changes in response to specific experiences).

Meeting the data standards required for these metrics is challenging for most contact centers. Success depends on having detailed insights into what the customer experiences at each touchpoint, what agents encounter while providing support and how these interactions influence the customer's decision to continue or end their relationship with the business.

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## Activating intelligence: Letting data drive success inside and outside the contact center

As customer data grows more valuable, the pressure to refine customer intelligence strategies intensifies. Brands can no longer afford inefficiencies or gaps that prevent them from understanding their customer contact operations—and the impact of those experiences on business outcomes.

To address this, companies must invest in technologies and initiatives that improve their ability to access,

integrate, analyze and act on insights from every interaction across all channels.

The most successful brands will also extend their focus beyond the contact center. By leveraging intelligence to enhance service operations, they will elevate their brand and drive overall business growth.

### Focus 01

#### Pair AI-powered omnichannel analytics with social listening, organic surveys

As customer journeys span more touchpoints and involve multiple agents, analyzing all interactions across every channel becomes essential. Fortunately, AI-powered analytics solutions provide the framework needed for this comprehensive view.

Capable of looking across the entire experience, these analytics solutions will empower employees with the 360-degree views they need to deliver personalized, relevant support experiences. They will also help

leaders identify root causes, enabling them to take the right actions as they refine their product offerings and customer journeys.

By accessing insights from the entire customer experience, businesses can better understand customer intentions and behaviors, including channel preferences. This understanding allows for more accurate forecasting and efficient resource allocation, determining when customers will likely choose self-service versus agent support.

Modern analytics also democratize intelligence, facilitating improved training and knowledge management. For example, if customers frequently reject a chatbot's "standard" resolution, leaders can revise the content and equip agents with more effective alternatives. This will serve the purpose of strengthening self-service experiences while also improving the speed and tone of conversations that do ultimately reach the live agent.

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Undoubtedly crucial, conversation analytics are not the only source of intelligence relevant for understanding customer intentions, preferences, behaviors and sentiments. Successful organizations will also leverage social listening solutions to understand what is happening outside the walls of the traditional support organization—and what that could mean in terms of brand reputation and improvement opportunities.

Further, they will deploy generative AI-powered surveys during critical moments of truth, increasing response rate and the integrity of the feedback.

With all insights available to all stakeholders in an integrated CRM and or CDP, this caliber of intelligence will be as actionable as it is informative.

## Focus 02 Revamp quality monitoring for next-generation interactions

Forward-thinking contact center leaders—and customers—want agents to operate “off script.” They envision a future where agents use critical thinking and empathy, not just rigid processes, to deliver personalized, contextually relevant support.

However, these unique and unpredictable interactions complicate quality management. Scripts ensure agents make necessary disclosures, while strict policies prevent them from taking risks or offering inconsistent solutions. Without these guidelines, evaluating and enforcing interaction quality becomes more challenging.

Generative AI-powered agent assist tools provide agents with **accurate, contextually relevant prompts for policies and resolutions.**

Fortunately, emerging AI technology can address these issues.

Generative AI-powered agent assist tools provide agents with accurate, contextually relevant prompts for policies and resolutions. This enables agents to deliver “standard” responses while appearing autonomous, conversational and adaptive to the customer.

Meanwhile, conversational analytics solutions can evaluate an agent’s communication accuracy, compliance and consistency—even when the agent uses their own words instead of a script.

For agents, this can manifest as a real-time “checklist” that lets them know whether they are saying everything they are supposed to be saying. For supervisors, it can help uncover “at-risk” agents who require immediate, pointed coaching and support.

## Focus 03 Use feedback for coaching and coach for feedback

The most successful coaches do not simply focus on what they want their agents to say and do. They emphasize the why behind these recommendations.

Actual conversation analytics and customer feedback help provide this why. When a coach can not only point to a particular behavior but demonstrate the impact that behavior had on customer sentiment, satisfaction or purchasing, they will gain far more attention and buy-in from the agent. They, in turn, will see a far greater return on the time and effort they commit to coaching.

Successful contact center leaders also teach agents to gather and prioritize feedback. By encouraging agents to listen to and share the voice of the customer continuously, they achieve two critical outcomes:

- 1 They establish customer sentiment as a top priority. This ensures that autonomous agents make thoughtful, customer-centric decisions in complex, unscripted situations.
- 2 They collect qualitative, actionable intelligence from the front lines, informing strategic decisions within and beyond the contact center.



## Focus 04 Prioritize data in outsourcing partnerships

As the “AI for simple issues, agents for complex ones” model becomes more prevalent, savvy organizations are rethinking their outsourcing strategies. Instead of viewing outsourcing as a low-cost solution for handling volume, they now seek providers whose agents are skilled in managing complex, specialized and high-stakes interactions. Alternatively, they may partner with firms proficient in deploying AI or offering support in emerging channels.

“Intelligence capabilities” should be a key part of this evaluation. Since outsourced agents will handle many frontline interactions, they are uniquely positioned to uncover valuable insights about a brand’s customers and their experiences.

The ideal outsourcing partner will train its agents to capture the “voice of the customer” and implement robust analytics and data management solutions. These capabilities ensure the successful collection, integration and analysis of data to enhance performance within the contact center and inform broader business strategies and operations.

Selecting the right “data partner,” of course, goes beyond finding an outsourcing firm with a great analytics tool or CRM solution. It also involves finding one with rigid data security, privacy, compliance and governance protocol, ensuring that the use of outside agents does not coincide with an increase in risk.

## Focus 05 Develop business-critical stories

Customer intelligence can transform the contact center, enhancing everything from forecasting and experience design to service delivery, agent training and quality management.

It can also play a crucial role in elevating the overall business. Insight into what customers want, for example, can drive everything from better market campaigns, to more effective sales efforts, to stronger product development.

Business leaders can use these insights to identify risks to brand reputation and uncover opportunities for financial growth. Put simply, they gain a clearer understanding of how their offerings resonate with customers whose trust is vital for success.

However, with only **9% of leaders** believing that contact center data optimally drives business decisions and just **7%** feeling their teams are fully aligned on customer experience, it’s clear that investing in analytics alone won’t bring transformation. Companies must harness data to create compelling stories and visualizations that secure executive buy-in.

By demonstrating how contact center performance influences the success of other teams, leaders can capture executive interest. This alignment lays the groundwork for an organization-wide focus on understanding and prioritizing customer intentions, preferences, behaviors and sentiments.





# Why partner with Foundever®?

Managing CX can be a challenging undertaking for companies of any size. Foundever offers a strategic solution to high operational costs, scalability and complex technology integration. Thanks to +40 years of industry expertise, over 800 brands across 45 countries trust us to deliver our services in over 60 languages. Our global teams handle 9 million customer interactions daily, blending innovation with operational excellence to tackle your CX challenges effectively.

## Our services and delivery models

Foundever provides CX outsourcing services tailored to every stage of the customer journey. Our services include customer care, technical support, back-office support, collections, trust & safety and sales & retention. Our CX delivery solutions include in-center, work-at-home and hybrid work models utilizing onshore, offshore and nearshore support, ensuring scalability and flexibility to serve your customers wherever they need us.

## Ensuring operational excellence

Our global operating standards, PeakOS, ensure consistent performance, efficient processes and high-quality outcomes. PeakOS streamlines operations, enhances security and complies with PCI DSS, ISO 27001 and SOC Type 1 and Type 2 certifications. It supports globally consistent hiring, training and performance management practices, promoting continuous improvement, professional development and employee engagement.

## Leveraging advanced CX solutions

Foundever leverages advanced CX solutions to streamline and improve the quality of customer interactions with technologies like conversational AI, generative AI, intelligent automation and interaction analytics. Our CRM and CCaaS platforms ensure seamless integration and flexibility, complemented by effective CX strategy and design.

Our knowledge management delivers the right information to agents and customers faster, while our learning and development uphold high-performance standards. We offer omnichannel CX strategies with self-service options that allow customers to engage through their preferred channels. Our social media CX strategies transform platforms into powerful support channels and our unified agent desktop equips agents for exceptional service delivery.

## Delivering Industry-specific expertise

Foundever understands how to meet each client's unique needs, offering tailored solutions across various industries, including banking and financial services, insurance, healthcare, retail, technology, telecommunications, media, utilities and logistics. We scale our services to meet the needs of disruptor brands preparing for or experiencing rapid growth. By partnering with Foundever, brands across diverse sectors and growth stages can enhance customer experiences, improve operational efficiencies and achieve measurable success.

## Cultivating a culture of care

With over 150,000 associates worldwide, united by an award-winning performance culture, we ensure every customer interaction builds long-term loyalty. Our forward-thinking approach to customer experience outsourcing delivers competitive advantages when they matter most. Our mission is clear: to be the solutions and the teams behind the best experiences for the world's leading brands, transforming customer service into a powerful tool for business growth and customer satisfaction.

## Our promise to you

Foundever is more than just a service provider – we're your strategic partner in navigating the future of CX. By blending human expertise with AI-driven capabilities, we empower your brand to deliver exceptional customer experiences. Our global reach, advanced technological solutions and industry-specific expertise make us the trusted choice for brands looking to stay competitive and customer-focused in today's rapidly changing marketplace.

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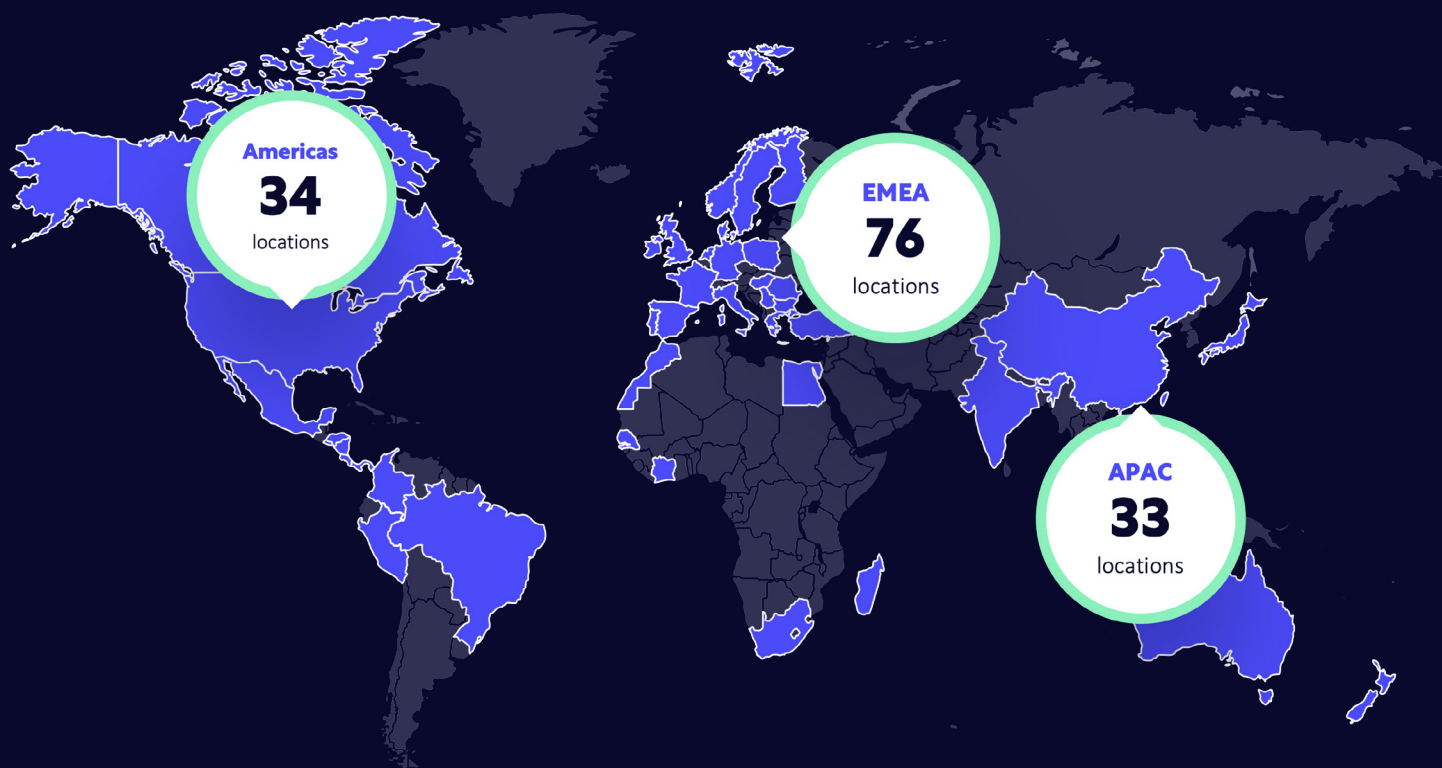
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\* Countries are new locations in 2023 and 2024



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near/offshore  
locations

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home and hybrid  
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