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Are Agents Ready for the New Digital Reality?

In delivering digital-first, omnichannel engagement, agents hold the key to maintaining and improving customer experience. But do they have the must-haves to succeed?



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Summary

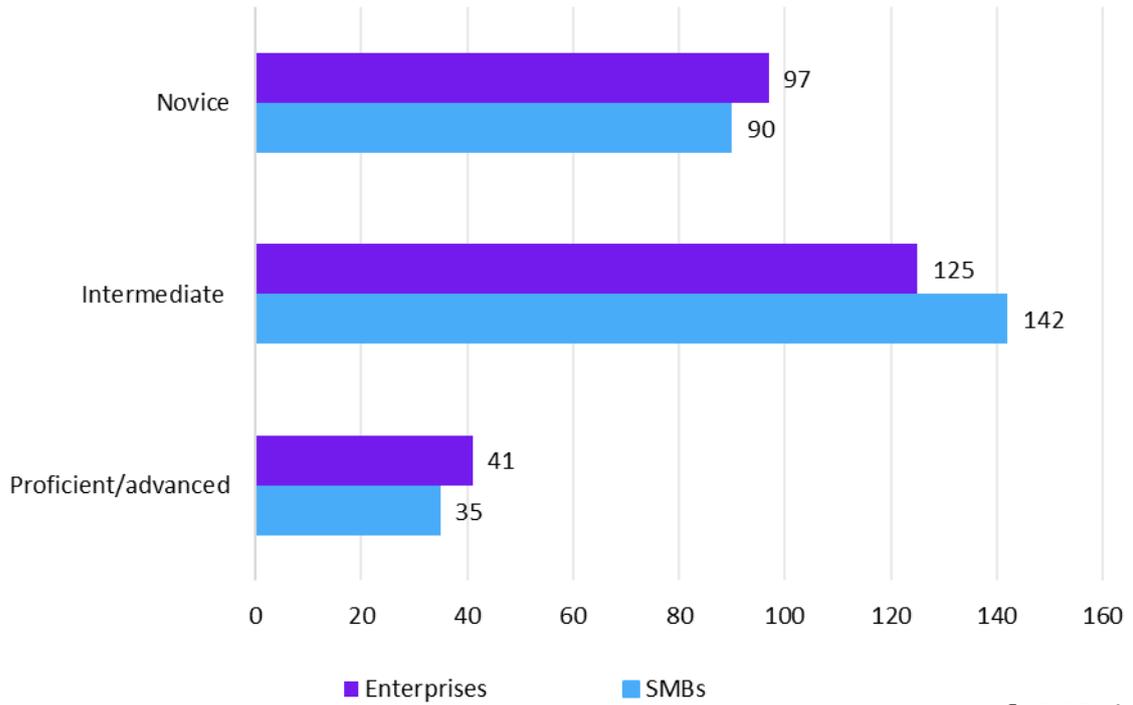
Omdia and LiveVox conducted a survey in Q4 2021 to determine how customer service representatives (agents) are equipped in the workplace to deliver on performance goals and engage with customers across channels. The survey had three primary goals: determine how digital deployments are affecting the customer experience, identify the obstacles that prevent proactive agent engagement and affect the overall customer experience, and provide an actionable list of recommendations for companies to help their agents engage in personalized and proactive ways in a digital-first, customer-first environment.

The survey was administered to 530 rank-and-file agents in the US so we could best understand agent perceptions and get as close to the customer as possible. These agents represented the healthcare, retail, business process outsourcing, telecommunications, technology services, and financial services sectors. Representation also spanned small businesses (250–500 employees), mid-market enterprises (501–1,000 employees), mid-size enterprises (1,000–5,000 employees), and large enterprises (more than 5,000 employees). Omdia and LiveVox combined the small business and mid-market sectors (267 respondents) and the enterprise sectors (263 respondents) to make them statistically significant.

The survey also collated responses by remote, physical, and hybrid (a combination of remote and in-office) work structures. Finally, Omdia and LiveVox ranked the respondents' digital adoption progress into three stages: proficient/advanced, intermediate, and novice. Respondents were scored based on the number of responses they agreed with of those shown in **Figure 2**: 76 proficient/advanced (six to nine responses), 267 intermediate (four to five responses), and 187 novices (three or fewer). The small and medium-sized businesses (SMBs) included 35 proficient/advanced respondents (see **Figure 1**), 142 intermediate organizations, and 90 novice ones. The enterprise-size businesses included 41 proficient/advanced, 125 intermediate, and 97 novice organizations.

Figure 1: The distribution of firms along the digital adoption curve

The distribution of firms along the adoption curve



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Source: Omdia and LiveVox

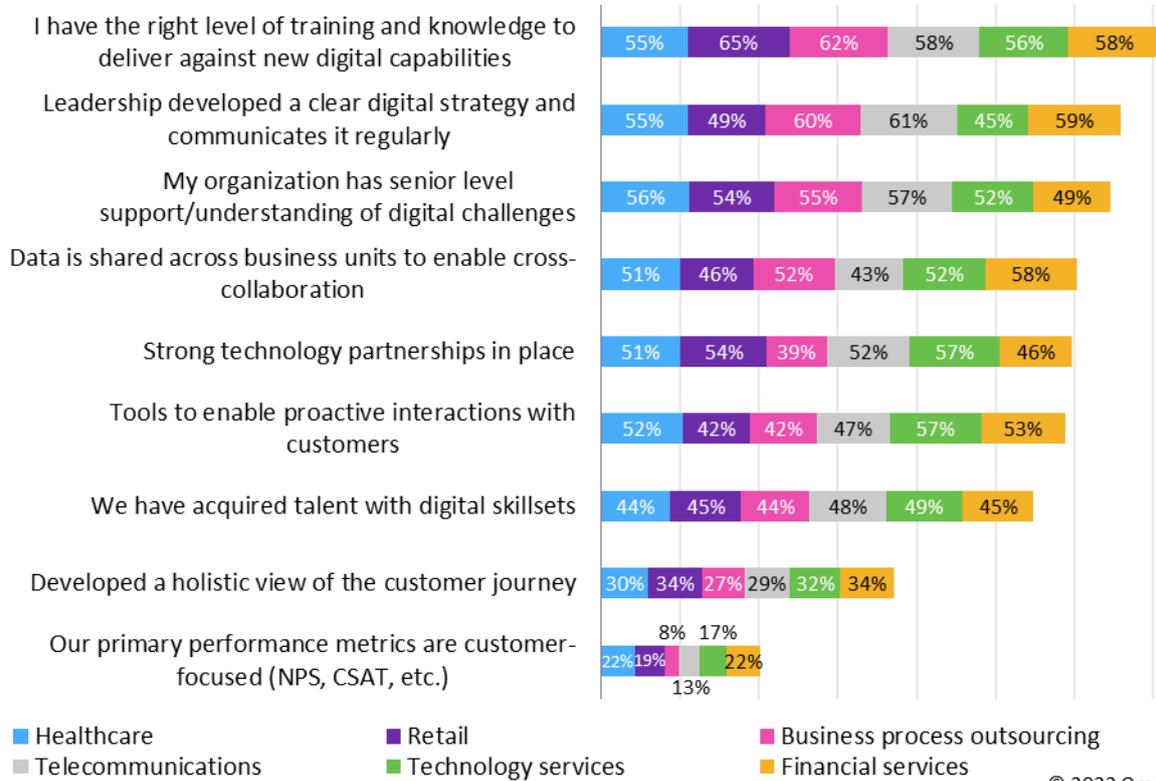
Taking the pulse of omnichannel engagement

Organizational challenges are impeding proactive customer engagement

Delivering relevant, proactive, and personalized experiences have become imperative for businesses to survive in these times of digital transformation.

Our survey results show that the business process outsourcing and healthcare sectors demonstrated the most progress toward enabling omnichannel; telecommunications, financial services, and retail lag in some areas. Most notably, financial services organizations fall short, perhaps because they are not leveraging the latest innovations available: less than half of respondents (46%) said they have strong technology partnerships in place (see **Figure 2**). In retail, only 42% can enable proactive interactions with customers. Only 43% of enterprises in telecommunications can access shared data for cross-organization collaboration. Furthermore, less than half of enterprises across all industries reported that they'd acquired talent with digital skill sets, had a holistic view of customer journeys, and were leveraging customer-focused performance metrics.

Figure 2: All sectors report moderate success from omnichannel enablers



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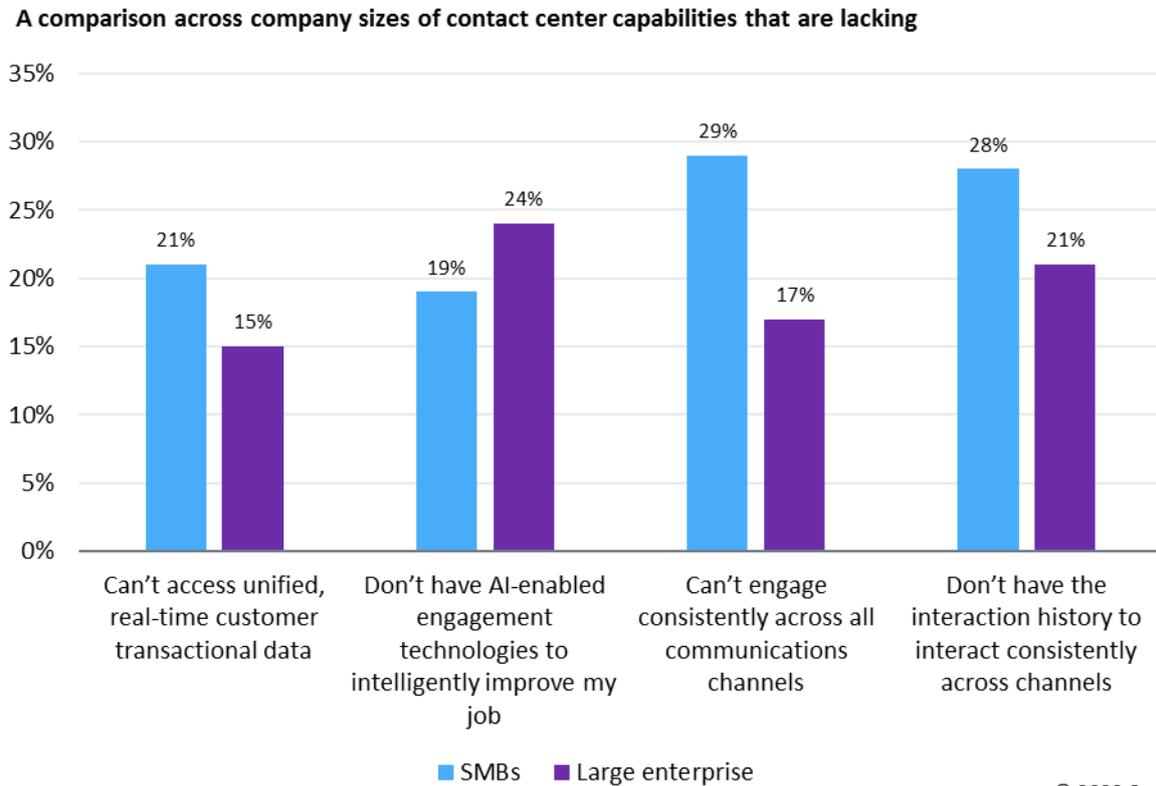
Source: Omdia and LiveVox

These statistics are possibly due to a range of factors reported across all industries and stages of digital transformation. Such issues can result in broken engagements. Overall, 23% of companies cannot consistently engage across communication channels. Specifically, 29% of SMBs cannot engage consistently across channels, and 28% do not have an interaction history (see **Figure 3**). At the enterprise level, only 17% cannot engage consistently, and 21% do not have interaction histories.

Also, a closer look at each sector reveals that, despite the retail sector having the reputation of being more advanced in digital adoption, retail agents struggle. Of the respondents, 29% in retail said they could not engage consistently across channels, and 32% do not have interaction history. Agents in business process outsourcing also reported some hurdles preventing omnichannel, with 31% saying they could not engage consistently.

Despite a high number of respondents who said they have customer engagement best practices in place, a significant percentage still struggle, even among advanced companies. Many had to quickly invest in digital out of necessity in 2020, so purposefully leveraging customer experience (CX) tools and implementing strategies to improve the customer experience may have been an afterthought.

Figure 3: SMBs fare worse than enterprises in terms of engaging consistently



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Source: Omdia and LiveVox

Lack of interaction history and multiple apps can lead to poor customer experiences

Optimizing the omnichannel experience should reside at the core of today's customer support goals. Ensuring customers can access their preferred channels and receive a consistent experience across the web, social, email, SMS, and chat has become table stakes for omnichannel engagement.

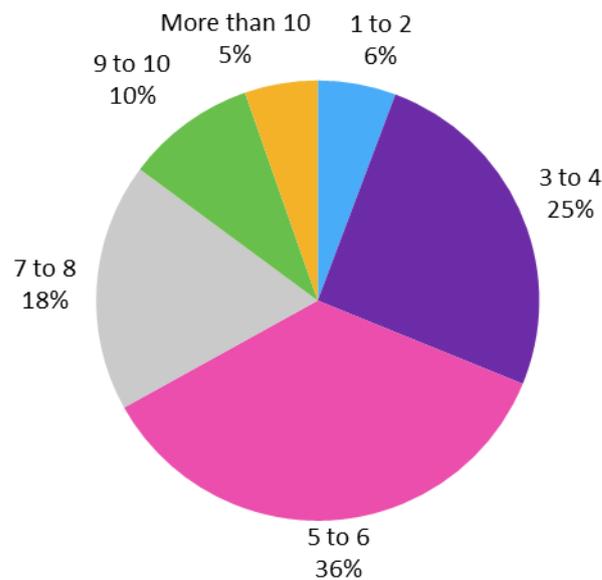
Reducing applications and creating a unified desktop is essential to enabling omnichannel engagement. Many agents, however, report that they still toggle between multiple screens when interacting with customers and finding information. Most notably, 36% operate three to four screens, 30% handle five to six, and another 19% use seven or more (see **Figure 4**). A breakdown by company size reveals that 46% of SMB companies operate three to four applications per interaction, 24% manage five to six, and only 3% manage seven to eight. A surprising 24% work within one or two applications. Across enterprise organizations, 25% manage three to four, 36% operate five to six applications, and 18% operate seven to eight. Only 6% of enterprise organizations can handle interactions within two. An interesting finding in the data: the more contact center agents, the more screens they need to use for activities such as analytics, scheduling, quality monitoring, and more.

This is likely a result of larger contact centers increasing the pace of investments without collaborating with other enterprise stakeholders during deployments.

Multiple apps on a desktop can affect average handle time because agents will spend more time searching through applications to find information. Searching through several applications can damage the customer experience because the customer is placed on hold while information is retrieved. Multiple applications may be prevalent among larger companies that employ more agents because various stakeholders across the enterprise have been involved in technology investments and adoption, and best-of-breed solutions have been poorly integrated. Without interaction history at the foundation of any contact center platform, agents cannot access customer information from a unified interface: the journey becomes fragmented. And more worryingly, this has a negative effect on the customer.

Figure 4: Agents contend with multiple applications and interfaces

A look at the total number of applications CSRs use to interact with customers



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Source: Omdia and LiveVox

Companies at all stages of digital transformation stand to improve technology adoption

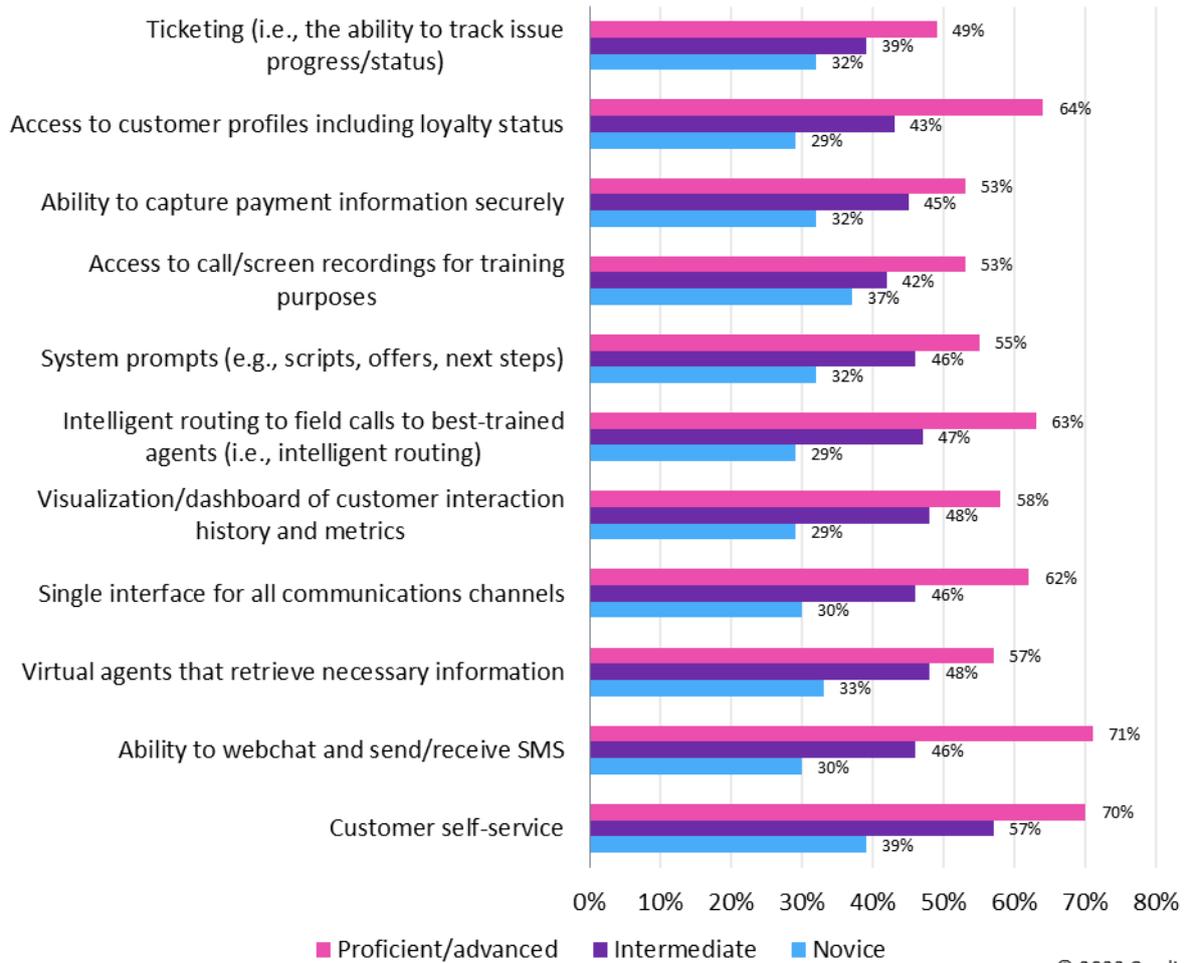
In today's incredibly fast-paced markets and operating environments, many organizations cannot keep pace with deploying the latest technologies that would deliver the most customer and business value. However, rather than being lured by the steady increase in available technologies, companies should engage agents in a practice of continuous discovery to examine new methods and tools to meet customer challenges. Failure to do so means the organization risks falling further behind in the technology adoption curve or making poor purchase decisions that could set it further behind.

When digital adoption is compared across the digital stages, only 62% of proficient/advanced companies have a single interface for all communication channels, compared with 46% of intermediate companies and 30% of novice companies (see **Figure 5**). Additionally, 58% of proficient/advanced companies have dashboards with customer interaction history compared with 48% of intermediate firms and 29% of novice firms. And 55% of proficient/advanced companies maintain system prompts that guide agents, while 46% of intermediate firms and only 32% of novice companies do so.

Many companies today conduct a balancing act of dealing with employee attrition and COVID-19-related absences while trying to improve operational efficiencies. Visualization tools, system prompts, and virtual agents that retrieve information for human agents may not rank as a high priority. Still, companies that rank as intermediate and proficient/advanced in their adoption also stand to improve their rate of technology adoption. Contact center leaders must make the case by presenting use cases, becoming customer ambassadors, and sharing CX learnings and specific ROI with those who make budgetary decisions.

Figure 5: Adoption of digital engagement technologies shows room for improvement

A comparison of digital engagement deployments across the digital stages of adoption



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Source: Omdia and LiveVox

Companies struggle with making data actionable

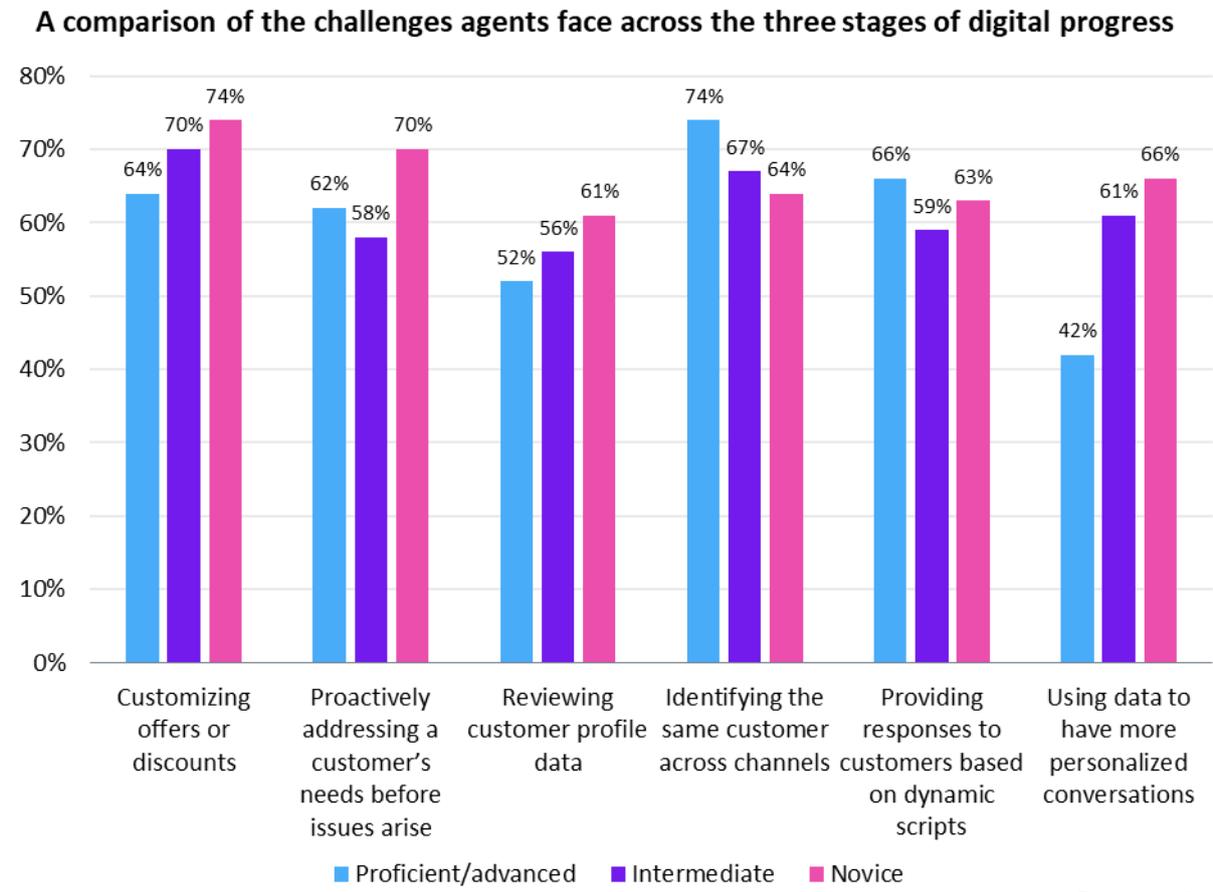
Forward-leaning enterprises must transform into intelligent, cohesive businesses capable of using data, people, and technology in tandem to manage customer journeys effectively. Organizations that reach this level of sophistication will be well-positioned as a dominant force in the coming years. Creating cohesion in the customer journey with employees working from a unified stream of real-time insights requires organizations to make data actionable and accessible.

Although 92% of the agents in proficient/advanced companies said they had quick access to unified, real-time customer transactional data, 74% went on to say they could not identify the same customer across channels (see **Figure 6**). The inability to conduct cross-channel identification points to harmful data silos or a deficiency in their data aggregation. It also may indicate a lack of proper analysis and raises another potential issue: many companies that deploy systems to unify data take a marketing-oriented standpoint. They often fail to integrate into the contact center data. Without unified, analyzed real-time customer data, agents cannot proactively engage. This lack of integration is likely why 62% of proficient/advanced firms said they could not proactively engage with customers before issues arose. Finally, 64% of the same firms said they could not personalize offers and discounts.

Not surprisingly, agents at novice companies reported more significant challenges. Seventy-four percent said they could not personalize offers and discounts, and 70% of the same firms cannot address needs before they arise. The effects of these challenges cause similar levels of disruptions across digital stages. Information is the foundation for harnessing the power of automation, artificial intelligence (AI), and analytics to improve customer service and gain business insights. Disconnected information is likely why so many agents across all stages of digital transformation report deficiencies in capabilities such as identifying the same customer across channels and proactively addressing issues.

Despite having deployed sophisticated technology, companies find that the execution remains challenging. Companies adopting digital tools must first establish an integrated and connected data foundation, requiring improved data management and tighter data integration. Without the information to help agents find the next-best context or action, mass-market engagements will continue, and opportunities for personalization will suffer.

Figure 6: Agents face challenges despite the level of progress in digital deployments



Source: Omdia and LiveVox

AI-enabled engagement adoption soars across enterprise companies

Optimizing journeys to surface the next best actions and build personalized relationships at scale is not possible without AI-embedded workflows and advanced algorithms. The intelligence of AI enables more relevant offers for customers and exposes opportunities (for example, in-depth insights) to contact center leaders.

Insights from the survey data reveal that companies of all sizes are investing in AI to handle a range of capabilities, including automation, needs prediction, and assistance with customer inquiries. However, adoption rates do not change significantly between company sizes, especially when it comes to AI adoption to improve customer service: 67% of enterprises and 62% of SMBs have adopted AI for that purpose (see **Figure 7**), signaling a recognition across all company sizes of the importance of enabling intelligent engagement to meet customers' needs and stay competitive.

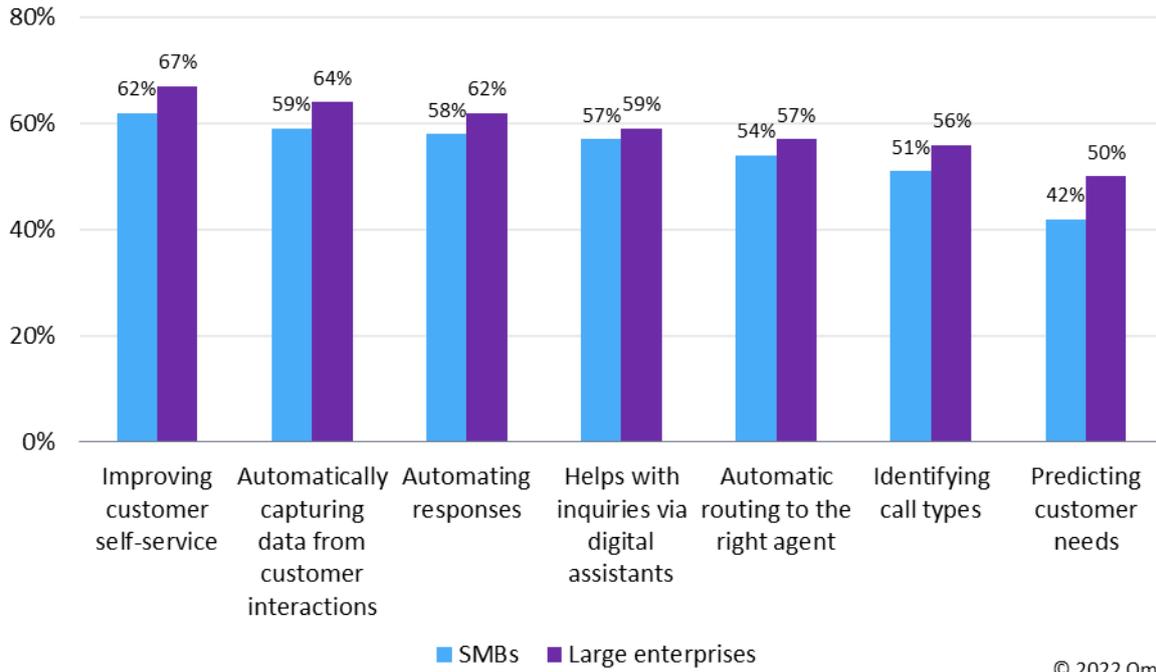
Although AI-enabled automation became a buzzword a few years ago, the survey data highlights it as another critical investment area. Fifty-seven percent of enterprises and 54% of SMBs are investing in AI to automate call-routing to the correct agent. Additionally, 62% of enterprises and 58% of SMBs use AI to automate responses, and 64% of enterprises automatically capture data from interactions compared with 59% of SMBs.

Although SMBs in the survey report the lowest rate of adoption of digital engagement capabilities, 58% are using AI to automate responses. This discrepancy points to their willingness to deploy AI for self-service, likely to facilitate cost savings. However, they fail to connect AI-powered automation to feed agent activity and enhance interactions. Although the implications of integrating AI into the mix of CX technology could prove to be massive with employee training and process changes, the disconnect could create an even greater predicament. While automation for self-service enables process and productivity improvements, AI-powered automation to fuse touchpoints and digital journeys will enable understanding, listening to, and acting on customers' needs.

Today, AI-enabled conversational interfaces, agent assist, intelligent routing, and call identification are essential elements in the customer service toolkit. AI makes customer journeys actionable and frees agents from working on repetitive tasks. The survey data shows that enterprises are more advanced with AI adoption. Still, AI can also level the playing field for SMBs, allowing them to increase their efficiency and better understand customers' needs to maximize conversions, amplify output, and boost revenue.

Figure 7: Enterprise companies report the highest level of AI adoption across capabilities

Comparison of AI adoption by company size



Source: Omdia and LiveVox

Taking the pulse of productivity and performance

Modest productivity gains suggest an opportunity for optimizing AI strategies

When companies leverage AI to assist agent conversations with customers and prompt real-time information based on transactional and behavioral data, they elevate the contact center from a cost center to a lifetime value center. Contact centers must meet heightened customer demands and reduce operating expenditure. AI applied in the context of engaging customers and agents with routine inquiries and providing them with real-time assistance and knowledge frees agents from menial tasks and minimizes customers' overall effort.

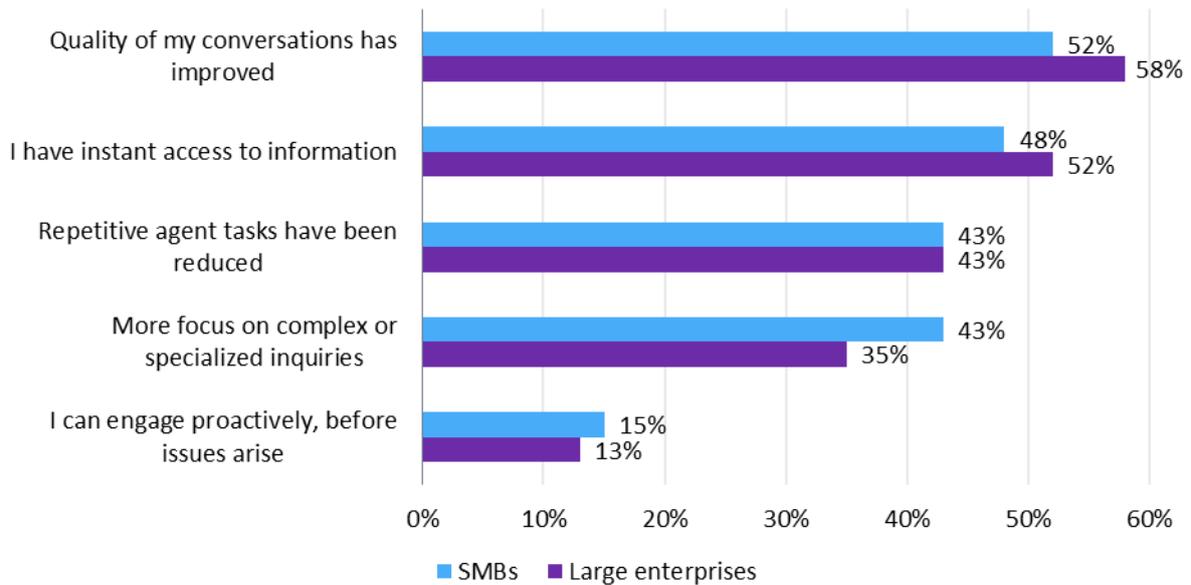
The value lies in making data accessible by embedding analytics deeply into business processes at the point where decisions are made by human beings. When companies give agents access to actionable insights, they can contextualize the micro-moments with two expected outcomes: agents serve up the appropriate interaction at the right time to improve the customer experience, and in so doing, they should realize productivity gains.

However, the survey data points to modest productivity gains. Of the large enterprises, 58% said the quality of their conversions has improved, as did 52% of SMBs (see **Figure 8**). Regarding obtaining instant access to information, 52% of enterprises said they had achieved that through AI capabilities, while 48% of SMBs did so.

While the survey data proves that AI adoption leads to productivity gains, midrange percentages from this study signal a few potential limiting factors: inaccessible data, poor communication from management, and KPI tracking that fails to incorporate holistic business impact. Sometimes misalignment of incentives can even undermine the legitimacy of a customer experience program. Furthermore, other factors could include the inability to properly integrate agents into business strategy and failure to communicate the goals of the program and the outcomes. Agents require tight integration with the business strategy, continuous communications about the programs and technologies in place, and access to data. They also must be measured against and rewarded for customer-focused and productivity metrics, not just revenue-focused ones such as conversions.

Figure 8: AI mostly correlates to improvements in conversions

Comparison of productivity impacts from AI across company sizes



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Source: Omdia and LiveVox

Inadequate capabilities damage job satisfaction and performance across industries

Employee engagement is considered one of the most important contributors to an organization’s competitive advantage. Highly engaged people who have easy access to training and knowledge at work and receive frequent communication from leadership tend to be more committed to doing a good job and are happier with their work environment. For example, 59% of respondents in this study said they have the right knowledge and training, and 55% said their leaders had developed a clear digital strategy. That correlates to productivity gains, with 37% who have such strategies in place also saying they can resolve issues more quickly; 37% also said they are empowered to act in the best interest of the customers.

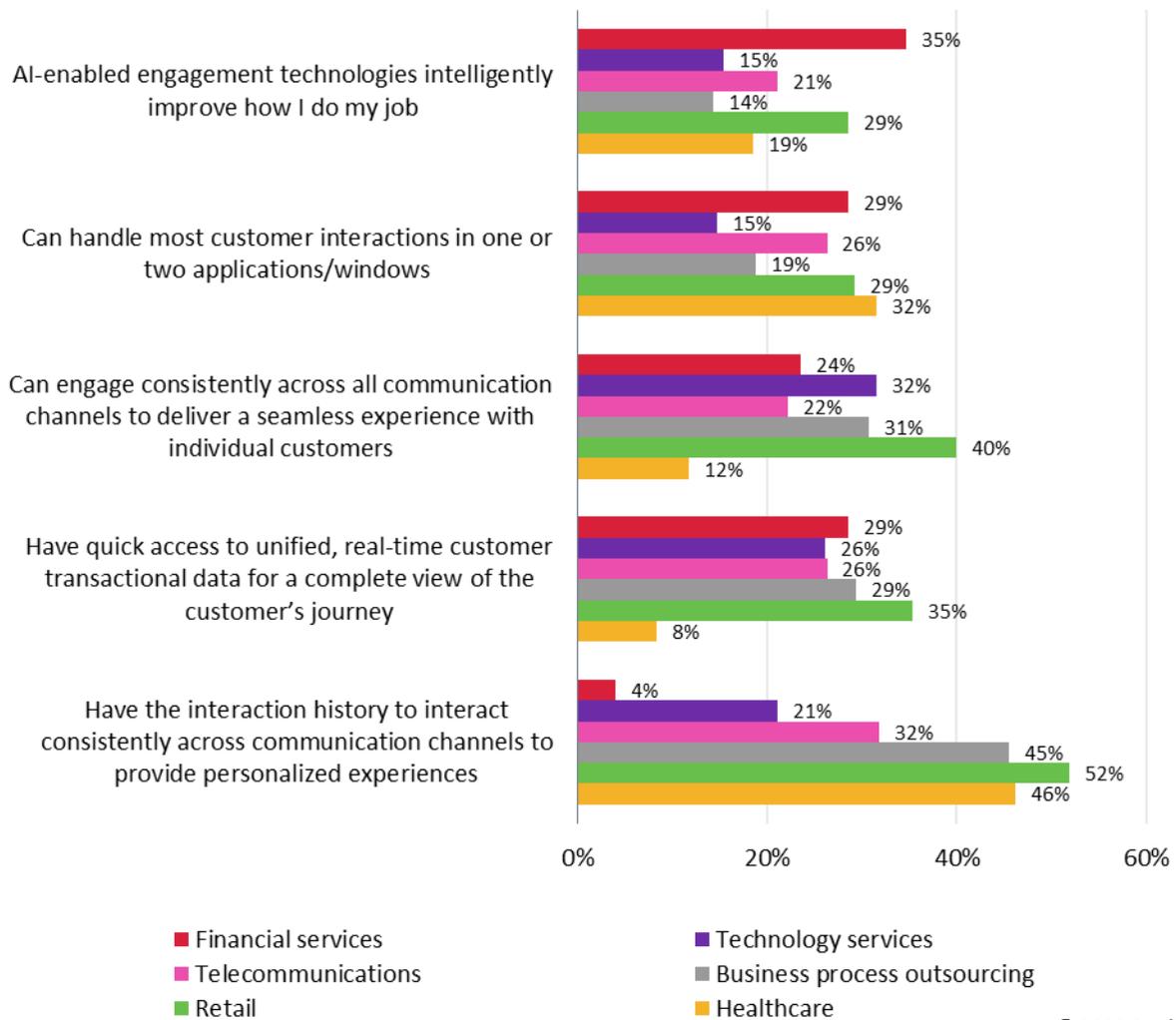
However, the survey data also revealed striking differences across sectors in how a lack of capabilities damages job satisfaction. For example, an inability to engage consistently across all communication channels caused 40% of the agents in retail to report negative job satisfaction; the same was true for 31% in technology services, 30% in business process outsourcing, 24% in financial services, 23% in telecommunications, and 12% in healthcare (see **Figure 9**). Another area that yielded disparities across sectors was agents not having the interaction history to personalize the experience. In retail, 52% of agents reported negative job satisfaction when they do not have interaction history compared with only 4% in financial services: a 48% gap. In healthcare, 47%

reported negative job satisfaction, as did 45% in business process outsourcing, 32% in telecommunications, and 22% in technology services.

Managing employee engagement is not an isolated activity but part of an overall CX strategy. Enterprises must evaluate workforce optimization solutions appropriate to their needs and quickly implement offerings that best fit those requirements. However, job satisfaction and productivity gains will remain low if they deploy solutions in an environment with siloed data and departments.

Figure 9: A lack of capabilities affects agents across industries

How the lack of capabilities damages job satisfaction



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Source: Omdia and LiveVox

Actionable data and insights enable better customer experiences

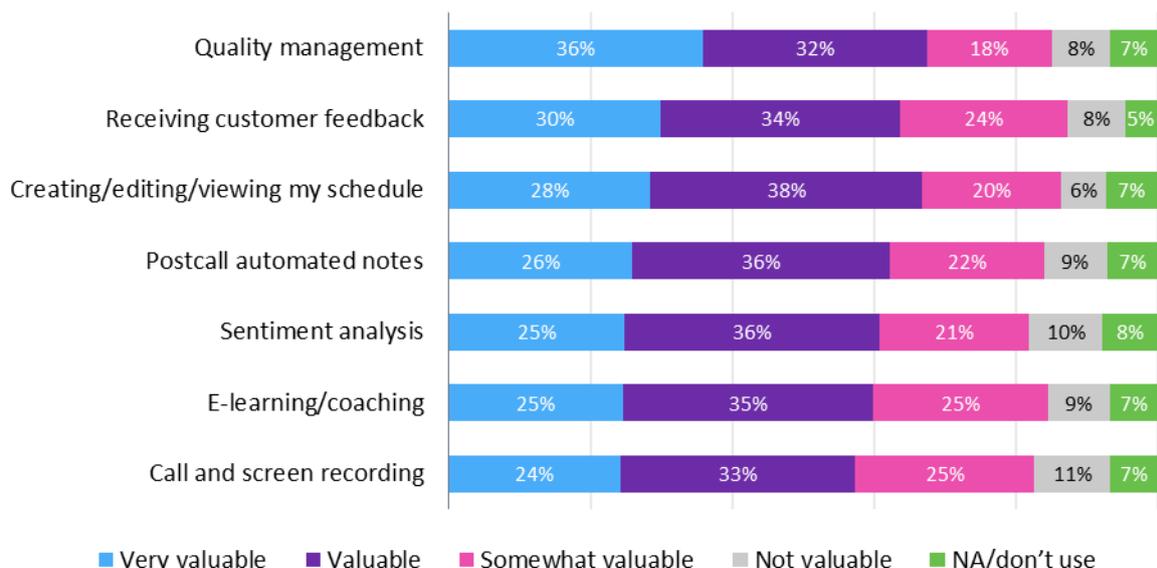
As businesses embrace the digital shift post-COVID-19, they face a new challenge of assimilating that massive volume of data to understand the customer at the other end. The problem has consistently been delivering the proper messaging or interaction at the right time, through the right channel, and with the relevant context, so the customer has a consistent and conversational experience, and so the agent has information about the customer experience.

The survey data supports this notion: 64% said receiving customer feedback is “very valuable” or “valuable” (see **Figure 10**). In addition, 62% said receiving post-call automated notes is “very valuable” or “valuable.” A combined 61% said sentiment analysis is “very valuable” or “valuable,” and 60% said e-learning and coaching are “very valuable” or “valuable.”

Such high percentages highlight the need for organizations to do more than capture the data: they need to action the data. When customer data is unified and centralized, agents can immediately access the resulting insights, and companies will see improvements in CX and employee productivity. Companies that remove the friction from agents’ daily responsibilities and provide them with a dashboard of relevant customer insights will build an empowered and empathetic workforce.

Figure 10: Agents see workforce optimization tools that serve up data as valuable in improving productivity

Q: How valuable are the following WFO tools in improving productivity?



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Source: Omdia and LiveVox

Companies that offer hybrid work appear to be more advanced in omnichannel engagement

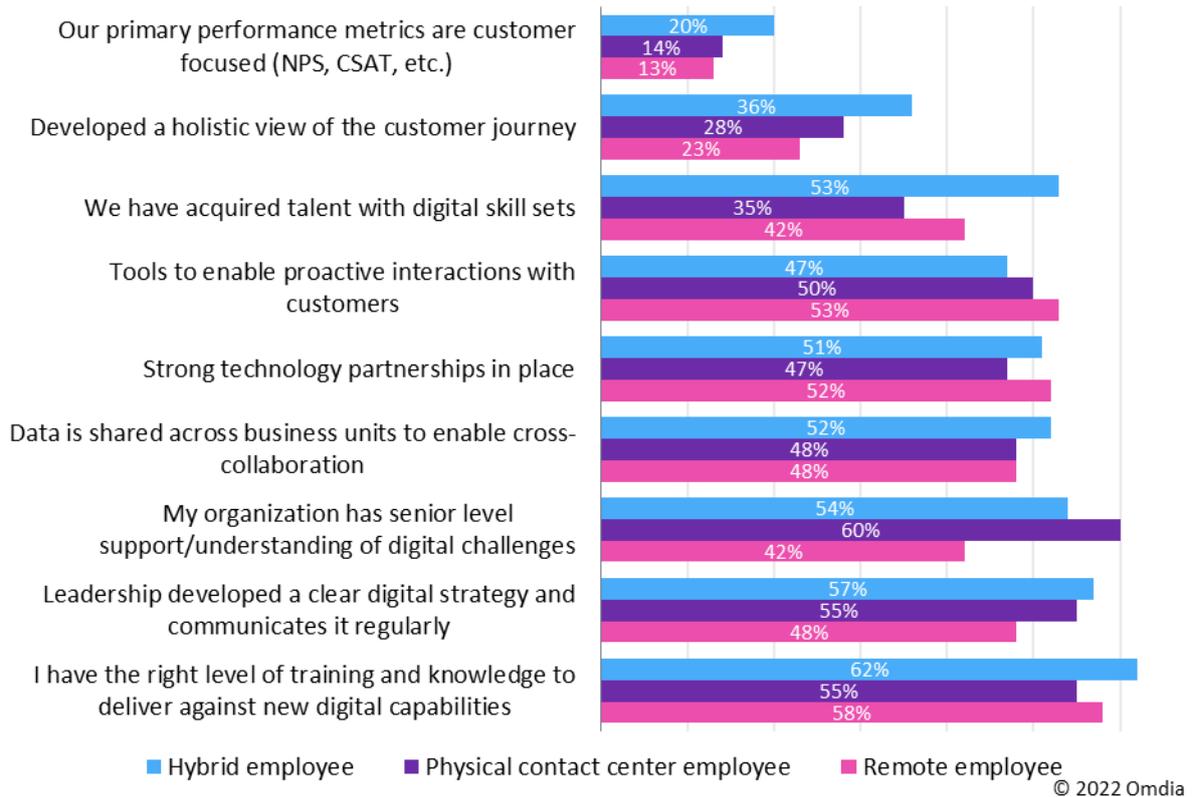
Work-style disruptions have brought about significant changes in the way that enterprises operate and the way that work gets done. The survey results point to how organizations have adapted to modern work styles. They have rapidly accelerated efforts to deliver against critical digital imperatives such as modernizing enterprise communications, improving collaboration, and developing a current, mobile, and digitally-enabled workplace.

An interesting finding came from the agents who work in hybrid environments. The data revealed that the companies that offer a hybrid structure also tend to report advancement around omnichannel. Sixty-two percent of remote employees said they have the proper training and knowledge to deliver against new digital capabilities. Fifty-eight percent who work remotely and 55% in physical contact centers said the same (see **Figure 11**). Furthermore, 53% of agents in hybrid workforces said they had acquired talent with digital skill sets compared with 35% of companies with physical-only contact centers and 42% of those that offer remote formats. Finally, 57% who work in a hybrid model said their companies developed a clear digital strategy compared with 55% of those in physical outlets and 47% who work remotely.

The data indicates that companies that run physical contact centers may also operate in more traditional mindsets regarding customer engagement. These companies must adapt to the new digital and hybrid reality and create an infrastructure that supports more modern work styles that do not compromise security or productivity. Building more modern work structure will help protect companies from the scarcity of agents' talent brought on by the "great resignation" and spur critical digital investments.

Figure 11: Hybrid agents report the most progress toward omnichannel engagement

Comparison of strategies that have postively advanced digital omnichannel engagement across work structures



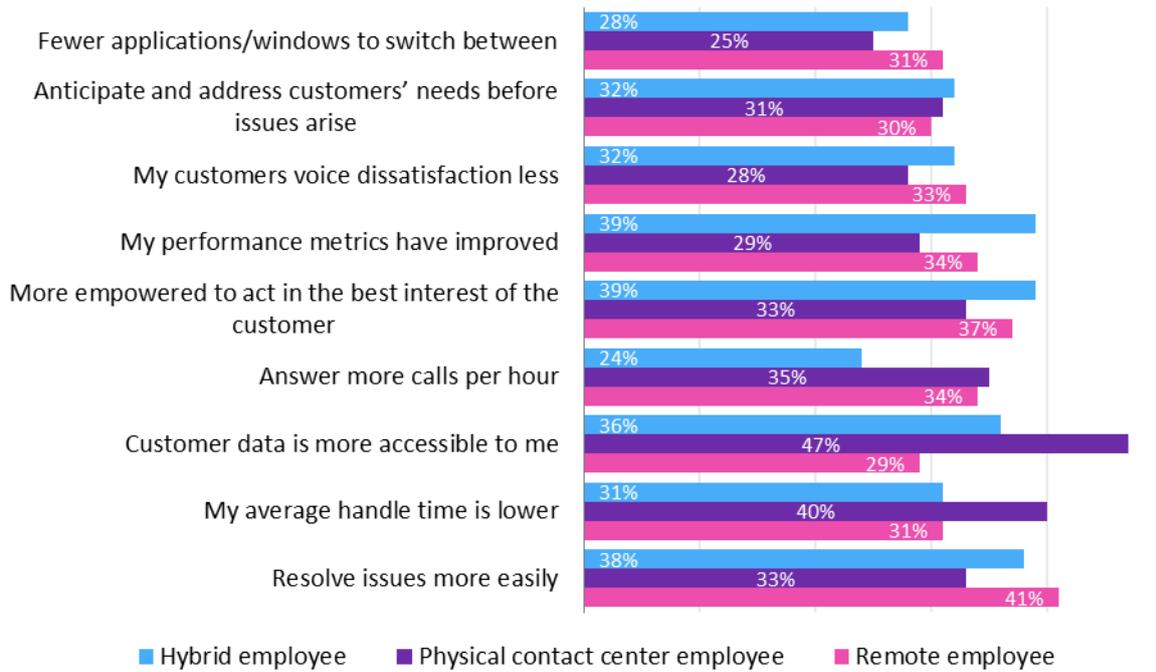
Source: Omdia and LiveVox

When omnichannel engagement strategies are correlated with productivity gains, agents who work in hybrid work structures tend to be the clear leaders across many areas. For instance, hybrid agents led in six key areas denoted in **Figure 10**. However, agents who spend all their time in physical work structures report higher than average productivity gains (see **Figure 11**).

That is also having a long-term effect on productivity. Looking at the impact of omnichannel engagement strategies on productivity across the three different work structures, we see that 41% of remote employees said they could resolve issues efficiently. Thirty-eight percent of hybrid-working employees and 33% of physical contact center employees said the same (see **Figure 12**). Of the hybrid employees, 39% said their performance metrics have improved in comparison with 34% of remote employees and 29% of those in a physical contact center. And 40% of employees in a physical contact center said their average handle time is lower, as did 38% of hybrid employees and 33% of employees in a physical contact center. The data points to the possibility that agents in hybrid and remote structures may have started with lower productivity benchmarks, may lack the one-on-one coaching and training necessary to utilize the tools on their desktops, or may not be benefiting from the oversight that an in-person manager can provide on a call center floor.

Figure 12: Agents across all work structures report productivity gains

Comparison of the impact of omnichannel engagement strategies on productivity



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Source: Omdia and LiveVox

A road map for digital customer engagement

Immediate priority: Build a foundation of data management and visualization tools

Focus on creating a customer-centric culture

Today, meeting customer needs and retaining their business relies mainly on engaging with customers in relevant ways at crucial moments and places along their journeys. Achieving such hyper-personalization requires companies to understand customers' behaviors and intent and proactively act in their best interests. They must both mitigate issues and deliver personalized offers or messages. Integrating data and organizing customer-facing employees across the same work and data stream will help agents better understand customers' needs and proactively meet them. It also enables employees and frontline associates to act in real-time with relevant interactions.

Invest in technologies that centralize data and make it accessible to agents "in the moment"

The survey results reveal that customer data is not easily accessible. Data serves as the foundation for following and acting on customer behaviors throughout customers' journeys. Achieving an omnichannel experience requires integrated data across channels and from various sources. It involves creating dynamic, unified profiles through identity management techniques. It also requires integrating that output back through existing enterprise systems so that agents can act on those insights in real-time and with the proper messaging. Defining data management and goals is crucial to success and handling data strategy. When agents have a view into customers' feedback and issues and have the tools to respond, they will act on that, and it will create a fundamental shift in the way they view and engage in their jobs.

Invest in visualization dashboards and prompts

Advanced/proficient firms report high usage of tools to help visualize data and correlate productivity gains. Graphical depiction of data makes it actionable. A lack of data visualization and prompts stunts the view of agents. They cannot act in real-time or at the right moments if they need to dig through heaps of information to decipher meaning. Forward-leaning contact centers use agent assistance to direct and prompt live agents with the next best actions.

Enable AI and automation

AI is used to simplify the self-service experience and route customers to agents to provide in-depth knowledge and customer profiles when customers require further assistance. AI then plays a vital role in contact center automation and agent productivity. Overall, AI plays a pivotal role in alleviating

routine tasks and reducing workloads to allow agents to focus on higher-value tasks. Work to ensure that company management understands the value of AI investments.

Mid-term priorities: Enact organizational change and establish budgetary priorities

Obtain buy-in from senior executives to secure necessary budgets

Both novice and intermediate companies report low adoption rates of customer engagement capabilities. If customer-support organizations do not have the support of top management, they will not receive budgets for investment or the support necessary to innovate. In that case, customer support managers must educate executives on customer behaviors through use cases and tie loyalty to revenue. Include customer testimonials on issues customers have encountered along their journeys. Conduct a granular “points of pain” survey and link business cases to those points of pain. Finally, assign change ambassadors who can communicate the value and benefits of planned technologies with their teams and broadly throughout the enterprise.

Tie digital deployments to ROI to secure long-term investments

Many enterprises face cost factors that can quickly derail digitally forward conversations. To ensure customer support teams are equipped with emerging technology as consumer behaviors change, organizations must continuously invest in technologies to adapt to changing expectations. They must intimately tie digital transformation success to CX by highlighting use cases. That emphasis will continue to drive business investments in digital transformation and secure a healthy future for customer support.

Educate agents on the value of AI

When companies elicit buy-in, employees accept AI as a productivity tool rather than a job eliminator. Companies should demonstrate and discuss how AI will allow them to do their best and, perhaps, even learn to excel in uncharted waters. By showing them how AI can afford them the freedom to explore their goals and learn new skill sets and values, they will engage with customers more meaningfully. Both leadership and grassroots buy-in are critical. To get it, companies must tie AI investments to how they will meet the company’s goals (i.e., lower costs, higher customer retention, or faster growth) and improve agent experiences and job satisfaction.

Long-term priorities: Focus on transforming the contact center into a CX talent hub

Communicate ROI and CX gains back to agents

Analysis of the survey results suggests that CX wins and productivity increases are likely not communicated effectively enough to agents. Companies that share results with customer-facing employees help their agents see the value in their daily responsibilities and the importance of delivering a relevant and frictionless experience. Companies that foster open and honest

communication should see increased employee retention and motivation to pursue continuous improvement.

Invest in digital training, and hire for digital skill sets

With the rapidly changing digital landscape, continuous investment in digital skills training and development for employees is not only mandatory but potentially transformative. As technology rapidly advances, employees need to align with knowledge, skills, and abilities. However, the survey results point to a low percentage of companies hiring and training for digital. Enterprises must establish an organized system of training for customer-facing employees that helps them learn systematically. In addition, align digital skills training with digital strategies and goals.

Conclusion

Thriving in the new digital reality means changing with customer and employee expectations

Many enterprises have accelerated their digital adoption since the pandemic and are on track to meet customers' digital expectations. To survive and ultimately thrive in this new reality means delivering on heightened expectations, to the agent and to the customer.

The contact center industry is experiencing an emerging connected, mobile, and digitally conscious customer environment. Increasingly, customer service must deliver positive CX through a range of digital channels of the customer's choosing and at a time that suits them. As customers' expectations and behaviors continue to change, companies' ways of engaging with them must reflect this.

But digital engagement is not solely rooted in technology and systems. Many companies have seen their digital transformations stall or fail because of siloed systems, insufficient capabilities, lack of buy-in, or other factors. Leaders need to focus their efforts appropriately to right the ship and navigate the prevailing uncertainty. For contact center leaders, the imperative becomes to move beyond having enough systems and to adopt strategies and practices that proactively and consistently reach key customer-facing stakeholders with valuable information, training, metrics, and long-term guidance.

Companies must constantly adapt their digital environment to view all interactions and engagements as opportunities to shape the overall customer experience. Companies must respond by rebuilding their cultures and rooting them in CX and technology. Fostering such cultural change will advance digital insights along the journey. Rethinking their approach to technology and transformation, and prioritizing actions that accomplish immediate needs, will help prepare for the economic recovery and the new digital reality.

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Omdia consulting

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We hope that this analysis will help you make informed and imaginative business decisions. If you have further requirements, Omdia's consulting team may be able to help your company identify future trends and opportunities.

About LiveVox

LiveVox (Nasdaq: LVOX) is a next-generation contact center platform that powers more than 14 billion omnichannel interactions a year. By seamlessly unifying blended omnichannel communications, CRM, AI, and WEM capabilities, the Company's technology delivers exceptional agent and customer experiences, while helping to mitigate compliance risk.

With 20 years of cloud experience and expertise, LiveVox's CCaaS 2.0 platform is at the forefront of cloud contact center innovation. The company has more than 650 global employees and is headquartered in San Francisco, with offices in Atlanta; Columbus; Denver; New York City; St Louis; Medellin, Colombia; and Bangalore, India.

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