

US Contact Centers 2021-2025

The State of the Industry & Technology Penetration (8th edition)

The reality of your market today - and in the future



Market sizing: by agent positions, contact centers and jobs

Detailed segmentation: 12 vertical markets, 6 size bands, by state and division

Forecasts until 2025 for agent positions, contact centers, jobs and technology penetration

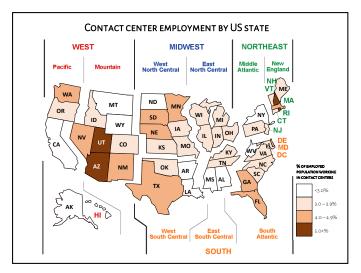
Technology penetration rates: 13 technologies, by vertical and size band with forecasts

Published February 2021

Key findings

There are 39,350 contact centers in the US, with over 3.7m agent positions.

Although a difficult year for many reasons, 2020 saw an increase in contact center headcount, with 51% of survey respondents reporting increases. There have been massive rises in demand for customer contact, particularly in retail, finance, public sector and transport & travel.



Large contact centers (with over 250 agent positions) employ around 45% of all contact center staff, despite only accounting for 6% of physical contact center sites.

The outsourcing industry is the largest employer, with 16% of contact center jobs being in the sector.

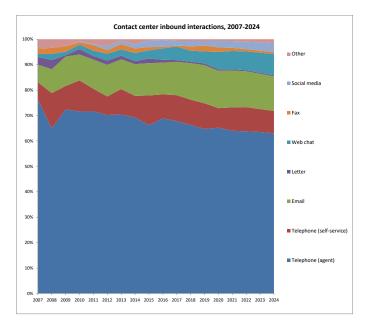
Around 3.6% of the US's employed population work in contact centers.

The retail & distribution sector has most contact centers (15%), although finance, outsourcing & telemarketing, services, public sector, IT, communications and utilities are also important sectors.

The mean average contact center size is 95 agent positions, with outsourcers, communications and finance contact centers having larger-than-average mean sizes.

On average, 15% of inbound interactions to contact centers are via email.

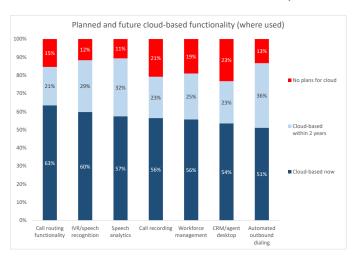
Social media customer contact volumes will grow at a compound annual growth rate of 10% to 2025.



Outbound calling activity has declined considerably to 16%, although more service-focused outbound calls are replacing past sales call volumes.

30% of businesses using interaction analytics are looking to replace or upgrade it.

More than 1 in 5 US contact centers are looking to implement web chat within the next 12 months.



More than half of US contact center operations have some cloud-based contact center functionality.

Report contents:

- 102 charts and data tables show the size, structure and future of your market
- Based on ongoing primary research surveys with thousands of US contact centers
- Unique historical data, with forecasts to the beginning of 2025

Vertical markets covered for market sizing:

- Communications
- Finance
- Healthcare
- Insurance
- IT
- Manufacturing
- Outsourcing & Telemarketing
- Public Services
- Retail & Distribution
- Services
- Transport & Travel
- Utilities

Size bands:

• 6 size bands (11-24 seats to 1,000+ seats)

The report is divided into 8 sections:

Market Sizing

- Measures the number of contact centers and agent positions by:
 - o contact center size band
 - o vertical market
 - o vertical market within size bands

Geographical Location

- Agent positions by state and division
- Contact centers by state and division

Employment

- Contact center employment by vertical market
- Predicted net change in jobs 2021-2025 by vertical market
- Contact center employment by state
- Employment by contact center size

Market Forecasts to 2025

- US contact centers, 2004-2025
- US agent positions, 2004-2025
- Vertical market forecasts for contact centers and agent positions in 2025
- Drivers for change, by vertical market

Inbound and Outbound Calling

- Outbound activity and agent positions by contact center size and vertical market
- Types of outbound activity (cold sales, warm sales, renewals, service, customer surveys, debt collection, etc.)

Virtual Contact Centers & Homeworking

- The virtualization of multisite contact centers by vertical market
- Effect of virtualization
- Use of homeworking

Multichannel Customer Contact

- Contact center inbound interactions by channel, 2007-2024 (email, voice, self-service, social media, web chat, letter, fax, etc.)
- Relative changes in inbound channels 2007-2024
- Multichannel usage by vertical market 2016-20

Technology Penetration

- Current technology use, plans for replacement and planned implementation timescales
- End-2020 and end-2024 penetration rates
- Segmented by vertical market and contact center size
- 13 technologies:
 - Artificial Intelligence
 - o Automated Speech Recognition
 - DTMF IVR
 - o Email Management Systems
 - \circ Gamification
 - Interaction Analytics
 - Interaction Recording
 - IP Infrastructure
 - Management Information Systems
 - Mobile Customer Service Apps
 - o Outbound Dialing
 - o Web Chat
 - o Workforce Management Systems
- Use of Cloud in 2020 and expected 2022 cloud usage for 7 technologies

Table of Figures

Figure 1: Vertical market definitions and examples

Figure 2: Agent positions and contact centers by size band, end-2020

Figure 3: Contact centers by vertical market, end-2020

Figure 4: Agent positions by vertical market, end-2020

Figure 5: Mean average contact center size by vertical market, end-2020

Figure 6: Contact centers by size and vertical market, end-2020

Figure 7: Agent positions by contact center size and vertical market, end-2020

Figure 8: Contact centers, agent positions and proportion of employment by US state, end-2020

Figure 9: Contact centers by US state, end-2020

Figure 10: Agent positions by US state, end-2020

Figure 11: Contact center employment by US state, end-2020

Figure 12: Contact centers by US division, end-2020

Figure 13: Agent positions by US division, end-2020

Figure 14: Contact center employment by US division, end-2020

Figure 15: Contact center employment by vertical market, end-2020

Figure 16: Forecasted employment changes by vertical market, 2020-2024

Figure 17: Employment by size range, end-2020

Figure 18: Agent positions, 2004-2024

Figure 19: Agent positions by vertical market, 2020 & 2024

Figure 20: Contact centers, 2004-2024

Figure 21: Contact centers by vertical market, 2020 & 2024

Figure 22: Inbound and outbound activity by contact center size, 2020

Figure 23: Outbound agent positions (equivalent), by contact center size, 2020

Figure 24: Outbound agent positions (equivalent), by vertical market, 2020

Figure 25: Outbound activity

Figure 26: Outbound activity by vertical market

Figure 27: Use of outbound calling, by vertical market

Figure 28: Use of outbound calling, by contact center size

Figure 29: Use of automated outbound communication

Figure 30: Use of live / manual outbound communication

Figure 31: Single, multiple-site and virtual operations

Figure 32: Effects of contact center virtualization

Figure 33: Use of homeworking

Figure 34: Changes in use of homeworkers, 2007-Q4 2020

Figure 35: Current use of homeworking, by contact center size

Figure 36: Proportion of agents homeworking, 2019 - 2021

Figure 37: Contact center inbound interactions by channel, 2007-2024 (projection)

Figure 38: Relative changes in inbound channels, 2020-2024

Figure 39: Contact center inbound interactions by channel, 2016-2020 - Finance

Figure 40: Contact center inbound interactions by channel, 2016-2020 – Healthcare

Figure 41: Contact center inbound interactions by channel, 2016-2020 - Insurance

Figure 42: Contact center inbound interactions by channel, 2016-2020 - Manufacturing

Figure 43: Contact center inbound interactions by channel, 2016-2020 – Outsourcing & Telemarketing

Figure 44: Contact center inbound interactions by channel, 2016-2020 – Public Services

Figure 45: Contact center inbound interactions by channel, 2016-2020 – Retail & Distribution

Figure 46: Contact center inbound interactions by channel, 2016-2020 – Services

Figure 47: Contact center inbound interactions by channel, 2016-2020 – Technology, Media & Telecoms

Figure 48: Contact center inbound interactions by channel, 2016-2020 – overall industry average

Figure 49: Technology penetration and implementation plans

Figure 50: Current technology usage and short-term investment plans - interaction recording by vertical market, end-2020

Figure 51: Current technology usage and short-term investment plans - interaction recording by contact center size, end-2020

Figure 52: Technology penetration rate estimates: interaction recording by vertical market, end-2024

Figure 53: Technology penetration rate estimates: interaction recording by contact center size, end-2024

Figure 54: Current technology usage and short-term investment plans - MIS by vertical market, end-2020

Figure 55: Current technology usage and short-term investment plans - MIS by contact center size, end-2020

Figure 56: Technology penetration rate estimates: MIS by vertical market, end-2024

Figure 57: Technology penetration rate estimates: MIS by contact center size, end-2024

Figure 58: Current technology usage and short-term investment plans - gamification by vertical market, end-2020

Figure 59: Current technology usage and short-term investment plans - gamification by contact center size, end-2020

Table of Figures

Figure 60: Technology penetration rate estimates: gamification by vertical market, end-2024

Figure 61: Technology penetration rate estimates: gamification by contact center size, end-2024

Figure 62: Current technology usage and short-term investment plans - DTMF IVR by vertical market, end-2020

Figure 63: Current technology usage and short-term investment plans - DTMF IVR by contact center size, end-2020

Figure 64: Technology penetration rate estimates: DTMF IVR by vertical market, end-2024

Figure 65: Technology penetration rate estimates: DTMF IVR by contact center size, end-2024

Figure 66: Current technology usage and short-term investment plans - ASR by vertical market, end-2020

Figure 67: Current technology usage and short-term investment plans - ASR by contact center size, end-2020

Figure 68: Technology penetration rate estimates: ASR by vertical market, end-2024

Figure 69: Technology penetration rate estimates: ASR by contact center size, end-2024

Figure 70: Current technology usage and short-term investment plans – email management systems by vertical market, end-2020

Figure 71: Current technology usage and short-term investment plans - email management systems by contact center size, end-2020

Figure 72: Technology penetration rate estimates: email management systems by vertical market, end-2024

Figure 73: Technology penetration rate estimates: email management systems by contact center size, end-2024

Figure 74: Current technology usage and short-term investment plans - WFM by vertical market, end-2020

Figure 75: Current technology usage and short-term investment plans - WFM by contact center size, end-2020

Figure 76: Technology penetration rate estimates: WFM by vertical market, end-2024

Figure 77: Technology penetration rate estimates: WFM by contact center size, end-2024

Figure 78: Current technology usage and short-term investment plans – web chat by vertical market, end-2020

Figure 79: Current technology usage and short-term investment plans - web chat by contact center size, end-2020

Figure 80: Technology penetration rate estimates: web chat by vertical market, end-2024

Figure 81: Technology penetration rate estimates: web chat by contact center size, end-2024

Figure 82: Current technology usage and short-term investment plans – automated outbound dialing by vertical market, end-2020

Figure 83: Current technology usage and short-term investment plans - automated outbound dialing by contact center size, end-2020

Figure 84: Technology penetration rate estimates: automated outbound dialing by vertical market, end-2024

Figure 85: Technology penetration rate estimates: automated outbound dialing by contact center size, end-2024

Figure 86: Current technology usage and short-term investment plans – artificial intelligence by vertical market, end-2020

Figure 87: Current technology usage and short-term investment plans - artificial intelligence by contact center size, end-2020

Figure 88: Technology penetration rate estimates: artificial intelligence by vertical market, end-2024

Figure 89: Technology penetration rate estimates: artificial intelligence by contact center size, end-2024

Figure 90: Current technology usage and short-term investment plans – mobile customer service app by vertical market, end-2020

Figure 91: Current technology usage and short-term investment plans - mobile customer service app by contact center size, end-2020

Figure 92: Technology penetration rate estimates: mobile customer service app by vertical market, end-2024

Figure 93: Technology penetration rate estimates: mobile customer service app by contact center size, end-2024

Figure 94: Current technology usage and short-term investment plans - interaction analytics by vertical market, end-2020

Figure 95: Current technology usage and short-term investment plans - interaction analytics by contact center size, end-2020

Figure 96: Technology penetration rate estimates: interaction analytics by vertical market, end-2024

Figure 97: Technology penetration rate estimates: interaction analytics by contact center size, end-2024

Figure 98: Current technology usage and short-term investment plans – IP infrastructure by vertical market, end-2020

Figure 99: Current technology usage and short-term investment plans - IP infrastructure by contact center size end-2020

Figure 100: Technology penetration rate estimates: IP infrastructure by vertical market, end-2024

Figure 101: Technology penetration rate estimates: IP infrastructure by contact center size, end-2024

Figure 102: Use of cloud-based contact center solutions, by vertical market