Driving CX Excellence
in the DACH Region

**A white paper
by Ryan Strategic Advisory**

Webhelp

INTRODUCTION

As enterprise CX executives in the DACH region (Germany, Austria, Switzerland) know, exceeding customer expectations has never been so difficult. The ongoing disruption that the global COVID19 pandemic has thrust upon firms in DACH has been significant, compounding challenges around customer management in the region. With limited labour availability, growing demands on compliance management and increased operational costs, many DACH companies are reaching a breaking point when it comes to how they address customer experience. This is where an experienced partner can make all the difference.

It is in this context that Webhelp has emerged as a leading provider of third-party front-line services for enterprises around the world. Not only has Webhelp established a track-record of service provision in the region, but it is also responding to the needs of enterprises by delivering its offerings from a growing number of geographic points. Webhelp has developed a model that responds to the rapidly-shifting needs of DACH enterprises that places the emphasis on quality and efficiency. This formula is key in helping firms across industry sectors achieve their maximum in loyalty generation.

KEY CX BUSINESS CHALLENGES
FACING THE DACH REGION

No matter the sector or the size, businesses in DACH countries have found customer experience management difficult. Operational challenges alongside macro-level disruptions have made the delivery of CX even more complex. Some of the key challenges noted in this regard, relate back to the following elements:

● **Tight labour market** – over the past several years, the economies of Germany, Austria and Switzerland have each performed strongly. This has resulted in notable inter-vertical competition for labour that is educated, motivated, and that has good customer facing skills. For enterprises operating their own contact centers in these countries, this has meant difficulty in recruiting the best possible talent to represent their products / services on the telephone or digitally. In many cases, this has adversely impacted end-user interaction quality. Notably, this trend of recruiting quality frontline workers has remained persistent even throughout the pandemic.

● **Rising operational costs** – a byproduct of a tight labour market in the DACH countries is the financial pressure that this places on enterprise contact centers. With companies across industries aiming to recruit from the same labour pool, salaries and benefits are constantly increasing to attract and retain the best talent. But, this is not only restricted to labour. There are also pressures related to other aspects of operations, including standards maintenance, real estate and technology investments. With 1-in-2 German enterprise contact centers indicating that their respective CX budgets will either remain flat or decline in 2021 (according to research by Ryan Strategic Advisory conducted in 2021), an inability to invest in people, processes or technology places end-user interactions at risk.

● **Increased compliance demands** – as the world of information security becomes more complex, this is being felt in DACH CX operations. Being able to adhere to legislated privacy norms and follow the right protocols when it comes to digital and physical data security are added levels of complexity that prevent enterprise contact centers from focusing on delivering the best interactions possible.

● **Rapidly shifting CX delivery models** – even before the onset of COVID-19, enterprise CX executives in DACH were under pressure to change their approach to how interactions were delivered to consumers. More demand for virtual home-working and automation-driven interactions was already being felt, with the goal of streamlining operations and reducing costs. However, the pandemic has accelerated the trend, and many enterprises are scrambling with limited success to migrate away from the traditional bricks-and-mortar model to alternative means of delivery.

● **Shrinking partner choices** – clearly, enterprise contact center decision-makers in DACH are interested in finding one or more partners to drive better interactions for their end-users. But, the heavy levels of consolidation among BPO players recently, which is especially notable in Europe, coupled with a shake-out of those that have not been able to adapt has meant less choice for a strong CX partner of quality.

Anticipated German enterprise contact center investment capacity in 2021
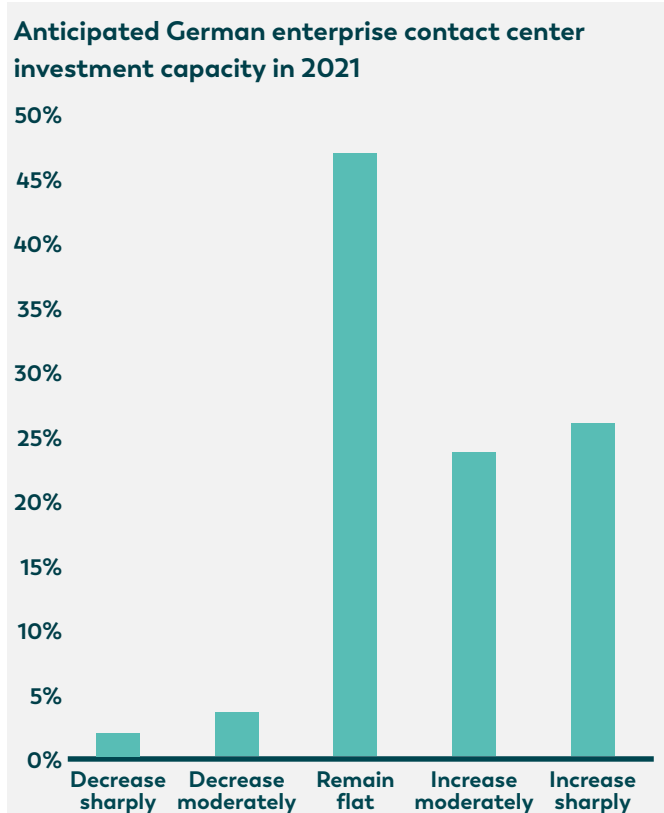
Source – Ryan Strategic Advisory 2020 Front Office BPO Omnibus Survey

WEBHELP AS AN OUTSOURCING PARTNER
FOR DACH ENTERPRISES AND BEYOND

With changing business challenges and a declining number of CX delivery partners, the situation may appear dire for enterprises in DACH and other key demand markets. However, Webhelp has emerged as a logical alternative for companies across the sector spectrum by being able to provide high quality customer management in these countries.

Webhelp DACH's most important facets that it brings to enterprises seeking a CX partner include:

● **Established DACH footprint for more than 20 years** – Webhelp has been operating in this region for more than two decades. This track record is unparalleled by other regional and global competitors. It also affords Webhelp with unique insight into the various CX dynamics that its clients and consumers face in the region.

● **Diversified delivery models** – Webhelp has developed best practices around the delivery of customer services using agents that are based in 13 physical DACH contact centers, as well as a rapidly-growing work-from-home platform. It is also well-positioned from the perspective of technology-driven interactions, using automation that is powered by artificial intelligence. This offers clients in DACH and beyond significant diversification and meets growing business continuity requirements.

● **Key services lines that respond to business needs** – Whether in DACH or further afield, enterprises require a contact center outsourcing partner that can provide a range of functions that span the front-line ecosystem. Webhelp's offering takes into account both B2B and B2C client needs, and considers front-office services that include customer care, technical support and revenue generation. However, Webhelp DACH is also providing enterprises with transformational solutions that are designed to optimize its clients' CX operations, adding a layer of value designed to ensure long-term consumer loyalty.

● **Vertical subject matter expertise** – Webhelp's breadth of experience in DACH means touchpoints in a large number of sectors. These include traditional users of third-party contact center services (such as telco, financial services, and retail), but also clients from newer sectors to outsourcing (including e-commerce, high-tech and travel & leisure).

WEBHELP'S NEARSHORE
DACH OPTIONS

One of Webhelp's distinguishing features in its offerings to DACH enterprises relates to its nearshore delivery capabilities. Webhelp is established in two of the most relevant for German-speaking consumers, strategically positioning it in the European nearshore.

POLAND – AN ESTABLISHED AND PROVEN NEARSHORE OPTION FOR DACH CONSUMERS

There are a number of compelling reasons for Webhelp's establishment in Poland as a means of servicing DACH end-users. These include:

● **Favored delivery market among DACH enterprises – ** Poland is heavily favored among CX executives in the DACH region and across key demand markets. This was highlighted in the most recent Ryan Strategic Advisory Front Office Omnibus Survey, where respondents from Germany rated Poland as their 4th most favored offshore contact center delivery point, out of fifty different choices.

photo: Marcin / adobe stock
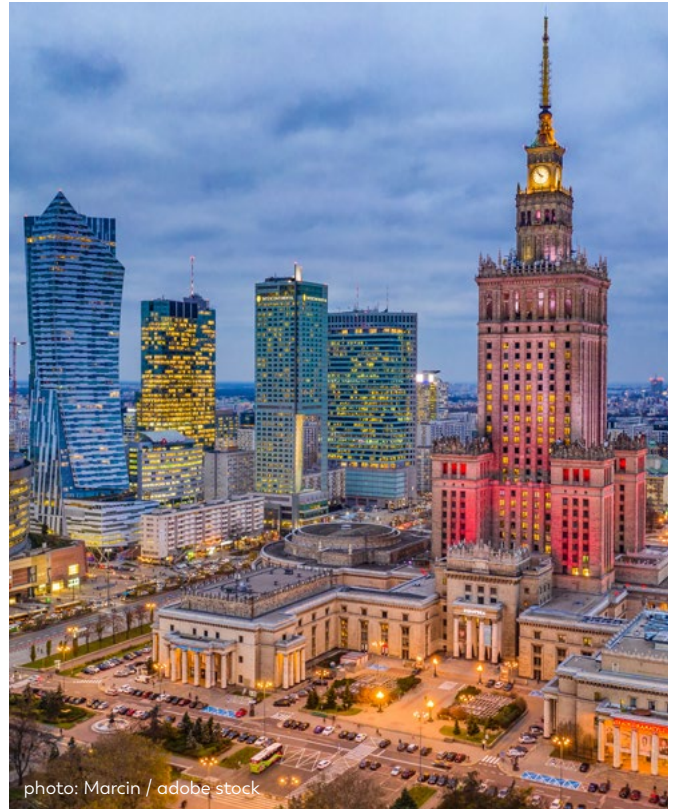
Using a scale of 1 – 8 (1 = not at all favorable, 8 = very favorable), provide your favorability to the following offshore locations for contact center delivery (German respondents only)
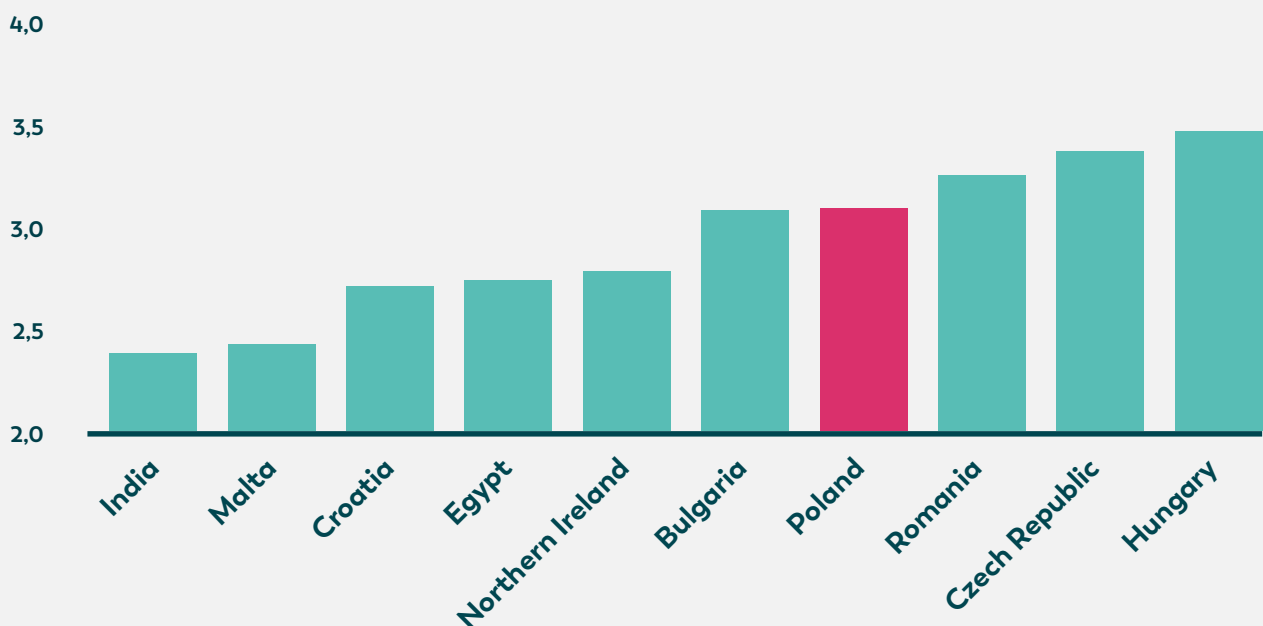
Source – Ryan Strategic Advisory 2020 Front Office BPO Omnibus Survey

● **Diversified delivery models** – Webhelp has taken advantage of Poland's decentralized urban nature by setting up delivery centers in both the capital of Warsaw and the dynamic commercial hub of Krakow. Each city offers scalability, good commercial real estate, solid public transport, ease of access by air and train from across Europe, and labour pool sophistication. These facilities-based operations are complimented with a growing pool of home-based agents, which are facilitated by Poland's robust network infrastructure.

● **Strong track record of multilingual delivery** – One of the unique aspects of Poland as a delivery point is that it has a multi-dimensional linguistic capacity. In fact, the country is a multilingual hub. And Webhelp is optimally positioned in cities where not only German fluency is widely spread but other language skills are readily available – these include English, French, Dutch, Italian and various Scandinavian languages (among others). With DACH countries becoming increasingly cosmopolitan or having large linguistic minorities, the capacity to service in more than one language is a capability that Poland facilitates for Webhelp. Equally, Webhelp can support clients from around the world with its multilingual Polish offering.

● **Multifunctional cross-industry support** – Webhelp is able to support its clients' consumers across a variety of front-line ecosystem requirements, including both voice and non-voice capabilities. These include customer care, technical support and revenue generation.

● **Durable contact center sector** – an aspect of CX delivery from Poland that enterprise executives in key demand markets are certain to favor relates to the country's durability. Unfortunately, many of Poland's neighbors cannot boast the same. Due to smaller populations and contact center sectors that were forced to centralize in one city, regional alternatives invariably overheat quickly, making CX work in these countries unsustainable. However, with a population of approximately 40 million that is spread across many urban centers, Poland can supply the needed workforce to sustain a strong, viable CX sector for the long-term.
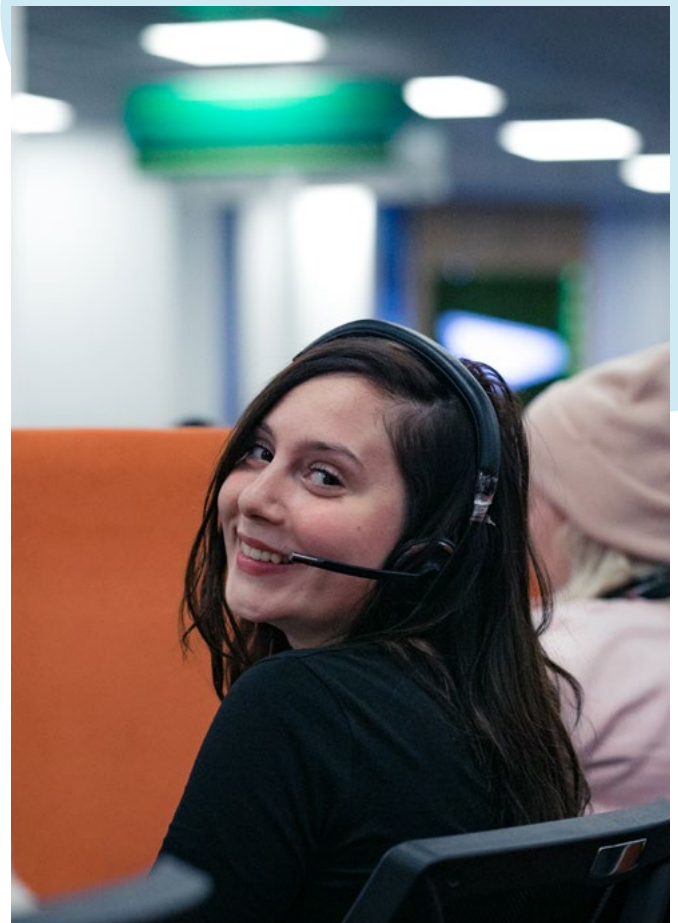
● **Ability to draw talent** – Webhelp has a repuation as an employer of choice in Poland. It has established comprehensive recruitment networks spanning social networks. Post-secondary campuses and the use of referrals from existing team members further help to draw a workforce that is young, multilingual and highly educated. By focusing on agent development and career paths, Webhelp has seen very low rates of attrition across its Polish sites, meaning lower costs and better outcomes. This is precisely the profile that enterprise decision-makers, whether in DACH or in other markets, need to represent their brands to end-users.

photo: Vitex / adobe stock

KOSOVO – EUROPE'S UP-AND-COMING NEARSHORE DELIVERY MARKET

A hallmark of a forward-looking outsourcing provider is finding new locations where they can provide high-quality services for consumers in key demand markets. In this context, Webhelp has done just that by establishing operations in Kosovo. This is one of the most relevant emerging European locations for the DACH CX market, based on the following elements:

● **Strong Webhelp Kosovo presence** – DACH enterprises working with Webhelp can be assured that finding quality agents in Kosovo is straightforward. Much of this owes to the fact that Webhelp is an employer of choice in Kosovo, having an established presence with four sites across the country plus two in the capital of Pristina. This is in addition to a growing base of home-working agents. In fact, with over 1,200 employees, Webhelp counts among the largest employers in Kosovo and has been voted Employer of the Year.

● **Young, energetic labor pool** – Kosovo provides Webhelp's clients with a motivated workforce that is focused on quality delivery. The country's population is younger, and by some estimates over half the country is under the age of 25. Now, with the number of Kosovo ex-pats returning to their mother country from Western Europe, there is no shortage of talent from which to draw to work in the CX space.

● **Affinity with German culture** – Kosovo's citizens have a true affinity for German-speaking countries. Much of this has a historic context, and has to do with German armed forces liberating Kosovo during the con-

flict with Serbia in the late-1990s. Especially among young people, it has produced a segment of Kosovo's population that inhales all cultural and commercial aspects of Germany, and a strong desire to go above-and-beyond when servicing German-speaking consumers.

● **Strong language skills** – a byproduct of the above-mentioned youthful population relates to linguistic capabilities. German skills are prevalent in Kosovo, especially due to the number of citizens that have moved back home from extended periods living in German-speaking countries. Combined with the high-quality German language instruction in schools in Kosovo, Webhelp is able to draw on significant resources for nearshore servicing of DACH consumers.

● **Ease of access** – for Webhelp clients, Kosovo is remarkably easy to access from DACH countries. In fact, Kosovo's main airport in Pristina has direct access to main commercial centers that include Vienna, Berlin, Zurich, Dusseldorf, Hamburg and Cologne, among others. Maximum flight time is rarely more than about 2 hours.

● **Stability** – a telling sign of Kosovo's attractiveness for Webhelp's DACH clients is the country's ongoing stability, which make it a solid operating environment for CX delivery. A number of factors point in the right direction, including ongoing normalization of relations with Serbia, the adoption of the Euro as its currency, and regular elections where parties from across the spectrum participate. As a young democracy, Kosovo's stakeholders are making the right moves to be relevant as a participant in the European and global economies.

CONCLUSION

No matter the industry, enterprise contact center operations in DACH countries are facing bigger operational challenges than ever. This means higher costs, tougher agent management, and potentially poor management of end-user interactions. At this point in customer experience delivery, it is imperative that enterprises are able to find an experienced partner that can help ensure seamless, quality interactions from a network of strategically-placed delivery points.

Webhelp has developed a strong reputable delivery model in DACH, in which the best of domestic delivery is complimented by nearshore support that is diverse and focused on quality. The ability to drive the best in customer loyalty is predicated on the approach taken to CX delivery, and in DACH Webhelp has provided a strong focus on this front-line ecosystem. Whether servicing clients within the three DACH locations or ones that are in other parts of the world, Webhelp's offering from this region provides steady, experienced hand for enterprises and their consumers.

For more information:

Want to learn more about Webhelp DACH
and its capabilities for clients around
the world?

Please don't hesitate and reach out to:

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MAKING BUSINESS MORE HUMAN
FOR THE WORLD'S MOST EXCITING BRANDS

We live in an era of fast connectivity and AI. Today, human experiences have even more power to make businesses come to life in customers' hearts and minds.

Webhelp is committed to making business more human. It's through this commitment that Webhelp enriches customer experience, and designs business solutions that create value for the world's most exciting companies. Webhelp is a partner across a range of services including customer experience solutions, social media moderation through to payment services. Hundreds of brands across the world trust Webhelp because of their people, the culture they work in, and the ideas and technology they put to work.

Webhelp believes that Emotional Intelligence creates a lasting impact, and their skill in marrying a differentiating human touch to the right technology is what makes a real difference for their clients.

By choosing Webhelp they access the passion and experience of more than 60,000 game-changers from more than 150 locations in 50 countries. Each one determined to bring their own intelligence, empathy and experience to the table every day.

Webhelp invests in people and the environment they work in, because they know that when people thrive, it has a powerful impact on them, their customers and on their partners' business.

Webhelp believes that making business more human leads to a better customer experience - and a healthier bottom line. Webhelp is the European leader in their industry, with a revenue of €1,5B in 2019, and aims for a global leadership position. Webhelp is currently owned by its management and GBL, a leading global investment holding, as of November 2019.

More information can be found at www.webhelp.com

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