A proposal for a new field of technical activity shall be submitted to the Office of the CEO (to tmb@iso.org), which will process the proposal in accordance with ISO/IEC Directives, Part 1, Clause 1.5.

Furthermore, a proposal will be considered as complete if every information field is complete and follows the guidelines for proposing and justifying a new field of activity given in the ISO/IEC Directives, Part 1, Annex C.

TITLE
(Please see the ISO/IEC Directives, Part 1, Annex C, Clause C.4.2)

Customer contact centres

SCOPE
(Please see the ISO/IEC Directives, Part 1, Annex C, Clause C.4.3)

Standardization in the field of the customer contact centres (CCC).
Excluded: Relevant work within the scopes of the following committees:
ISO/IEC JTC 1 (Information technology)
ISO/IEC JTC 1/SC 40 (IT service management and IT governance)
ISO/TC 176 (Quality management and quality assurance)
ISO/TC 176/SC 3 (Quality management and quality assurance — Supporting technologies)
ISO/TC 312 (Excellence in service).
Note: In parallel, the proposed TC works in cooperation with existing committees on subjects that may support customer contact centres (CCC).

PURPOSE AND JUSTIFICATION (Please use the field immediately below or attach an annex.)
(Please see the ISO/IEC Directives, Part 1, Annex C, Clause C.4.13)

Customer Contact Centres (CCC) is the organization that provides customer contact services, on behalf of a client organization to their customers. As a centralized and organized hub that manages a variety of communication channels, CCC serves as the nucleus of responsive and efficient customer service. It is a critical interface between businesses and their customers which provides customer contact services, on behalf of a client organization, to their customers. The Global Customer Engagement Report indicated over 52% of customers are likely to stop interaction with clients if they experienced repeated frustration when communicating with a business or service provider. CCCs handle a wide array of customer communications including but not limited to phone calls, emails, text or SMS, social media messages, online chat, and even postal mail.
CCC has been broadly applied in both business and public sectors where organizations interact with customers to address inquiries, provide support, and offer services. Some common areas in the business sector where CCCs are widely utilized include retail, telecommunications, financial services, e-commerce, healthcare, hospitality and tourism, technology and software, education, and insurance. Building up customer awareness and expectations is the basis for the continuous success and development of all types of organizations. In countries like the Philippines, India, Mexico, Colombia, and South Africa, CCCs have become an important source of employment and income. According to the report by market research firm Frost & Sullivan, the global CCC market was worth over $220 billion in 2019 and is expected to exceed $800 billion in 2027.

CCC has contributed to several United Nations Sustainable Development Goals (SDGs) through their interactions, practices, and impact on various stakeholders. CCC contributes to gender equality, decent work and economic growth by creating jobs, providing training and offering fair employment practices, especially in developing countries.

In the six years since the publication of ISO 18295-1:2017 and ISO 18295-2:2017, the standards have been widely used, providing effective guidance for developing the CCC. However, with the development of technology and industry practice, new features and trends have emerged in CCCs. Consequently, the existing standards are no longer able to respond to and guide certain practices. As CCC continues to adapt and evolve to meet the changing needs of customers and businesses, it's necessary to establish a new TC to reflect current situations and meet the market demand.

The CCC has undergone significant changes over the past seven years (2017-2024). Here are some key differences compared to seven years ago:

- Omnichannel Support: CCC have evolved from primarily offering phone support to providing omnichannel communication options. Omnichannel provides better customer-centric solutions while customers also expect seamless interactions across various channels such as voice calls, emails, chatbots, social media, and mobile apps. These approaches ensure customers engage with businesses through their preferred methods and resolve the issue in the shortest time frame.

- Self-Service Options: With the upgrade of information collection and resolution, CCC has expanded self-service options, allowing customers to find information and resolve issues independently through knowledge bases, FAQs, and interactive tools.

- Digitalization and Artificial Intelligence (AI): The relentless wave of digitalization has made an indelible mark on the realm of the CCC, ushering in a transformative era of unprecedented convenience and efficiency. The integration of cutting-edge technologies, such as AI-powered chatbots, omnichannel communication platforms, and data analytics, has redefined the way businesses interact with their customers. This digital revolution has streamlined processes, enabling seamless transitions between communication channels and expediting issue resolution. With the power of automation, routine queries are swiftly addressed, allowing human agents to focus on more complex and personalized interactions. Meanwhile, organizations and agents have started to emphasize the combination of AI with human assistance to manage the accuracy of response. As digitalization continues to reshape CCCs, the result is a heightened level of customer engagement, enhanced satisfaction, and a dynamic framework that adapts to the evolving preferences of today's tech-savvy consumers. The interaction of chatbots and artificial intelligence (AI) has become more prevalent in CCC services. The generation of these technologies facilitates the process of routine inquiries, provides quick responses, and assists human agents, enhances efficiency and customer satisfaction.

- Emphasis on customer experience: Customers could be in different situations. For example, vulnerable customers may require all-round customer services and this leads to a trend of delivering inclusive services at all stages of the consumer journey to increase customer experience. Multilingual customer support is another key factor to enhance the customer experience to an unprecedented level. This creates a sense of trust in the customer service that they receive, thus fostering a positive customer-company relationship. Leveraging multilingual CCC services also unlock the door to increase sales and revenue as it opens different regions and cultures while also creating a variety of opportunities for growth.

- Data Analytics: CCC is increasingly harnessing the power of data analytics to gain insights into customer behavior, preferences, and pain points. Analyzing customer data helps identify trends,
optimize processes, and provide proactive support to anticipate customer needs, which also drives informed decision-making and personalized customer interactions.

- **Personal Data Privacy and Security**: The landscape of the CCC has been profoundly shaped by the escalating emphasis on personal data privacy and security. As consumers become increasingly conscious of the importance of safeguarding their sensitive information, CCC has had to adapt and fortify its practices to ensure the utmost protection of customer data. This trend has ushered in a new era of transparency, stringent data management protocols, and enhanced cybersecurity measures within these centers. From stringent encryption methods to comprehensive employee training, the focus on personal data privacy and security has not only become a regulatory necessity but a critical component of building trust and credibility with customers. As organizations prioritize the safeguarding of personal information, CCC plays a pivotal role in maintaining the delicate balance between providing exceptional service and upholding the sanctity of individual privacy.

- **Remote Workforce**: The COVID-19 pandemic has accelerated the adoption of remote work in CCCs. Organizations or agents are leveraging cloud-based technologies and collaboration tools to enable them to work remotely while maintaining productivity and ensuring seamless customer service. On the other hand, organizations' or agents' availability and adherence shall become an important metric to ensure the consistency of customer contact service.

- **Social Media Engagement**: Social media has become a critical channel for customer interactions. CCC actively monitors and engages with customers on various social media platforms.

- **Automation and Workforce Management**: Advanced workforce management tools, such as Interactive Voice Response (IVR) and Automatic Call Distributors (ACD), help optimize agent scheduling, workload distribution, and performance tracking, leading to better efficiency and agent engagement.

- **Agent skillset Intelligence**: The revolution of the above new technologies leads to the upgrade of agent skillsets. For example, Alibaba's intelligent customer service robot, Xiaomi, handles 98% of the online service demands on the Taobao and Tmall platforms since 2019, which is equivalent to the workload of 100 thousand human customer service representatives. In recent years, over 200 thousand customer service representatives have transformed into AI Trainers in Alibaba. Not only at Alibaba, but an increasing number of companies are beginning to utilize innovative intelligent technologies to achieve cost reduction and efficiency enhancement in their CCC area. Meanwhile, agent training has evolved to emphasize emotional intelligence and empathy, ensuring the interactions are not just efficient but also emotionally supportive to customers.

- **Diversification of clients or agents**: The expansion of the CCC brings various scales of clients or agents involved. CCCs for different scales shall reflect differences, as different-sized clients or agents have variations in resources, needs, and strategies, leading to distinct designs and operations of their CCCs.

In light of the above changes, CCC may encounter challenges such as standardizing the omni-channel, balancing efficiency and customer experience with using AI, ensuring compliance with data security and privacy regulations, maintaining service quality across all interactions to ensure customers receive consistent service and information regardless of the channel they use. Therefore, further standardization of CCC operations, services, training, and management has become crucial to ensure consistent and exceptional customer experiences across all channels and interactions.

The proposed TC will benefit the development of the CCC:

- provides a standard framework that ensures consistency in processes, terminology, service quality, and operational efficiency;
- builds up connections with organizations to maintain high standards and deliver consistent and reliable support;
- streamlines workflows and leads to faster issue resolution and cost savings;
- matches services providers and clients more effectively;
- promotes research and innovation in CCC industry development;
- facilitates collaboration and knowledge sharing among industry experts, professionals, and stakeholders;
- provides valuable recommendations on the adoption and implementation of emerging technologies relevant to CCCs, such as AI-powered chatbots, voice recognition, data analytics tools, and omnichannel platforms.

Overall, the proposed TC support expects to collectively manage the impacts on business practice, technologies, and customer behavior towards CCCs and will play a crucial role in driving standardization, fostering collaboration, promoting innovation, and advocating for the industry. These activities ultimately contribute to the growth, efficiency, and effectiveness of CCCs, benefitting both clients and the customers they serve.

Note: SAC had internal consultation with SABS, the secretariat of the former ISO/PC 273(Customer contact centers). On March 14th, 2024, SABS confirmed and agreed that SAC would submit a new TC proposal on the “Customer contact centers” to ISO.

PROPOSED INITIAL PROGRAMME OF WORK (Please use the field immediately below or attach an annex)

Please see the ISO/IEC Directives, Part 1, Annex C.4.4 and C-4.5)

For each item, the initial work programme shall define the deliverable type and target dates. The initial work programme shall also assign priorities to the different items.

The proposed TC prioritizes the following items to be standardized:

1. Maintenance of ISO 18295 series
   Maintenance of ISO 18295-1: 2017 Customer contact centres — Part 1: Requirements for customer contact centres
   Maintenance of ISO 18295-2: 2017 Customer contact centres — Part 2: Requirements for clients using the services of customer contact centres

2. General and basic standards
   Customer contact centres — Vocabulary
   Customer contact centres — Indicators for customer contact centres

3. Standards related to operation management
   Customer contact centres — Guidelines for performance evaluation of customer contact centres
   Customer contact centres — Guidelines for lean services for customer contact centres

4. Illustrative examples of Customer Contact Centres for industries
   Customer contact centres — Illustrative examples for retailing industry
   Customer contact centres — Illustrative examples for banking industry
   Customer contact centres — Illustrative examples for aviation industry
   Customer contact centres — Illustrative examples for public sector

The deliverable types can be IS, TS, TR or PAS.

RELATION OF THE PROPOSAL TO EXISTING INTERNATIONAL STANDARDS AND ON-GOING STANDARDIZATION WORK

☒ The proposer has checked whether the proposed scope of the new committee overlaps with the scope of any existing ISO or IEC committee or JTC1 sub-committee
☐ If an overlap or the potential for overlap is identified, the affected committee has been informed and an agreement has been reached between proposer and committee on
  i. modification/restriction of the scope of the proposal to avoid overlapping,
  ii. potential modification/restriction of the scope of the existing committee to avoid overlapping.

☐ If agreement with the existing committee has not been reached, please explain why the proposal should be approved.

Click or tap here to enter text.

☐ Have proposals on this subject been submitted into an existing committee and rejected? If so, what were the reasons for rejection?

Click or tap here to enter text.

LISTING OF RELEVANT DOCUMENTS (SUCH AS STANDARDS AND REGULATIONS) AT INTERNATIONAL, REGIONAL AND NATIONAL LEVEL
( Please see the ISO/IEC Directives, Part 1, Annex C, Clause C.4.6)

ISO standards:
ISO 18295-1 : 2017 Customer contact centres — Part1 : Requirements for customer contact centres
ISO 18295-2 : 2017 Customer contact centres — Part2 : Requirements for clients using the services of customer contact centres

European Standards:
CWA 14087:2000 European Call Centre Standards for Training and Qualification - Customer Contact Representative Competences

National and sectoral standards:
GB/T 32315-2015 Basic requirements for bank industry customer service center
GB/T 32312-2015 Service evaluation index specification for customer service center of bank industry
SB/T 11221-2018 Technical requirements for customer service professional

Referring books:
Contact Center Management on Fast Forward – Succeeding in the New Era of Customer Experience, Brad Cleveland, Fourth Edition, ICMI, division of Informa PLC (United State)
Your Call is Important to Us, Laura Penny, Crown Publishers (United State)

LISTING OF RELEVANT COUNTRIES WHERE THE SUBJECT OF THE PROPOSAL IS IMPORTANT TO THEIR NATIONAL COMMERCIAL INTERESTS
( Please see the ISO/IEC Directives, Part 1, Annex C, Clause C.4.8)

Argentina, Australia, Austria, Brazil, Canada, China, Colombia, Czech Republic, France, Germany, India, Italy, Japan, Korea, Malaysia, Mexico, Norway, Pakistan, Philippines, South Africa, Spain, Sweden, Switzerland, United Kingdom, USA and other countries related to CCC

LISTING OF RELEVANT EXTERNAL INTERNATIONAL ORGANIZATIONS OR INTERNAL PARTIES (OTHER THAN ISO AND/OR IEC COMMITTEES) TO BE ENGAGED AS LIASONS IN THIS WORK (Please see the ISO/IEC Directives, Part 1, Clause C.4.9)

External International Organizations:
International Customer Service Association (ICSA): A professional association focused on customer service excellence and providing resources for CCCs.
Customer Experience Professionals Association (CXPA): An organization dedicated to advancing the field of customer experience management and offering networking and educational opportunities.
Contact Center World: A global association that promotes best practices in customer service and organizes conferences and awards programs.

ICMI (International Association of Customer Management): ICMI is an international organization focused on providing customer service and support, providing training, certification, research and resources to help CCCs achieve excellence.

COPC (Customer Operations Performance Center): COPC is an international organization that provides operations management and quality management standards to help CCCs improve efficiency, service quality and customer satisfaction.

**IDENTIFICATION AND DESCRIPTION OF RELEVANT AFFECTED STAKEHOLDER CATEGORIES**

(Please see [ISO Connect](#))

<table>
<thead>
<tr>
<th>Benefits/Impacts/Examples</th>
</tr>
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<tbody>
<tr>
<td><strong>Industry and commerce – large industry</strong></td>
</tr>
<tr>
<td>Efficient operations: large enterprises can ensure alignment between different teams and departments, reduce confusion and duplication, and improve overall efficiency.</td>
</tr>
<tr>
<td>Consistent quality of service: help ensure that CCCs provide consistent, high-quality service.</td>
</tr>
<tr>
<td>Improve customer satisfaction: By establishing standardized processes, large enterprises are better able to identify and meet customer needs, providing fast and accurate solutions that enhance customer satisfaction and loyalty.</td>
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<tr>
<td>Examples: Sykes TeleTech Concentrix (formerly Convergys) Conduent</td>
</tr>
<tr>
<td><strong>Industry and commerce – SMEs</strong></td>
</tr>
<tr>
<td>Data and Analytics: better understand customer needs, behaviors, and trends and use that data to make more informed business decisions.</td>
</tr>
<tr>
<td>Technology integration and innovation: enterprises can more easily integrate different technologies and systems, improving business efficiency and customer experience.</td>
</tr>
<tr>
<td>Customer trust and reputation: When SMEs follow industry standards and best practices, customers are more confident in delegating their needs to companies and trusting them to deliver reliable service.</td>
</tr>
<tr>
<td>Examples: Small and medium-sized customer contact centers</td>
</tr>
<tr>
<td><strong>Government</strong></td>
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<td>----------------</td>
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</tbody>
</table>
| Improved regulatory effectiveness: provide a clear frame of reference and guidelines for government departments to regulate the CCC industry.  
Optimize resource allocation: more effectively collect and analyze the relevant data of the CCC industry, understand the development of the industry, and provide a basis for policy formulation and resource allocation.  

**Examples:**  
National and local governments |
<table>
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<tr>
<th><strong>Consumers</strong></th>
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| Uniform quality of service: establish consistent service standards and processes to ensure that every consumer can enjoy the same level of service quality.  
Improve service efficiency: optimize the operation and management of CCCs and improve service efficiency.  
Provide complaint and resolution channels: submit complaints or feedback through standardized channels, get fair handling and timely response, and enhance consumers’ trust and satisfaction with the CCC.  

**Example:**  
All consumers related to customer contact services |
<table>
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<tr>
<th><strong>Labour</strong></th>
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| Clear job requirements: clearly understand their job responsibilities, tasks and goals, reducing uncertainty and confusion at work.  
Unified training and development: receive standardized training courses, learn job-related skills and knowledge, and obtain corresponding career development opportunities through standardized assessment and certification.  
Improve productivity: more efficient in dealing with customer issues, providing support and resolving queries.  

**Example:**  
Customer contact center practitioners |
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<tr>
<th>Academic and research bodies</th>
<th>Consistency of research data: obtain consistency of data related to the CCC industry. Reproducibility research: conduct similar studies at different times and places to verify and confirm the results of previous studies. Policy and regulatory support: provide data and insights about the CCC industry, help governments and regulators better understand the needs and challenges of the industry, and formulate corresponding policies and regulations to promote the healthy development of the industry. Example: Research bodies engaged in CCCs</th>
</tr>
</thead>
<tbody>
<tr>
<td>Standards application businesses</td>
<td>Reduce training costs and risks: New employees can get started quickly by learning standardized applied business processes, reducing reliance on experienced employees and training time. Support technology innovation and automation: better integrated and interworking, sharing information and automating processes. Regulate industry competition and cooperation: All enterprises and institutions can operate according to the same standards, follow the principle of fair competition, and provide a consistent quality of service.</td>
</tr>
<tr>
<td>Non-governmental organizations</td>
<td>Harmonization of processes and operations: help establish uniform processes and practices to ensure that different teams or regions work in the same way. Providing reference and guidance: provide reference and guidance to NGOs to help them assess their business performance and develop improvement plans. Example: NGOs providing customer contact centre service</td>
</tr>
<tr>
<td>Other (please specify)</td>
<td>None</td>
</tr>
</tbody>
</table>

**EXPRESSION OF LEADERSHIP COMMITMENT FROM THE PROPOSER**
(Please see the ISO/IEC Directives, Part 1, Annex C, Clause C.4.12)

SAC has committed to managing the secretariat of the proposed TC.

* The proposer confirms that this proposal has been drafted in compliance with ISO/IEC Directives, Part 1, Annex C

**SIGNATURE OF THE PROPOSER**

SAC
COMMENTS OF THE ISO CENTRAL OFFICE (IF ANY)

Click or tap here to enter text.
The ISO/CS initial assessment
- The ISO/CS initial assessment will facilitate the evaluation process for TMB, which will occur during the 4-week review period.
- TPMs will work with the leadership team of relevant committees to provide factual/neutral feedback for this initial assessment. It is the role of the leadership team to provide feedback on behalf of the committee, and proposals will not be distributed widely to the entire committee.
- The ISO/CS initial assessment will only be shared with the TMB during the 4-week review.

Proposer’s response
- Prior to the circulation of their proposal for the 4-week review, the proposer will have the opportunity to review the feedback provided during the ISO/CS initial assessment.
- The ISO/CS initial assessment will be completed within a maximum period of 4 weeks.
ISO/TC 176/SC 3 initial assessment and proposer response

The following elements of the scope “Customer Contact Centres (CCC) is the in-house or outsourced organisation that provides customer contact services, ... should be excluded from the scope of the new TC, as the work is within the scope of ISO/IEC 15488:2003 Information technology -- IT Enabled Business Process Outsourcing (ITBPO).

Q1. Consulted groups

Yes

A customer contact centre, while the terms focus on technology and management (e.g., management, self-service, etc), social media, agent selection, remote workers, etc., is a useful providing support and resolution of inquiries, issues, events, and requests. The benefits clearly point to customer and service quality and using a standardized process, "... standard framework that ensures consistency in processes, terminology, service quality, and operational efficiency," as well as "needs to be improved service quality and customer satisfaction." These are the fundamental elements within ISO 9000:2015.

A contact from a customer when something is going wrong (incident management), acquiring issues (problem management), general requests for new services/changes, service requests/requests, etc. are typical actions of a CCC. While ISO 9002:2008 does not specifically call out a "service desk" or call centre as a function, if it is discussed in other parts of the 2008 series, there is a point of contact within any organization, either in-house or outsourced, to gather information about, or to communicate to, the customer facing entry into the process for problem management -- customer satisfaction with the service delivered (and one of those services is customer support).

Q2. Concise description

Yes

Significant portions of the work of IS/ISI/40 and ISO/IEC 20000-1 work plan (IT governance and data governance) could provide both foundational standards that are skills and knowledge to progress this work across multiple groups.

Q3. Recommended Mitigation

Yes

Collaboration between committees via Joint Working Group(s)

Several different options could be chosen here — it needs to be clear of the intent of the new document. If it’s only to demonstrate how to handle the various technologies to either match ISO/IEC 20000-1, it should be similar to the underlying requirements. The proposed TC should reference current ISO/IEC JTC 1/SC 40 (IT Service Management) and ISO/IEC 20000-1 (Family of Standards) and clearly state that handling incidents, requests, problems, would be covered in the scope of the TC.

If the document goes forward (and it is goaded), it just needs to be very clear what is included and not and provide the necessary link to the already established standards to support the full set of activities, see ISO/IEC 20000-1.

Q4. Other general recommendations

Yes

Collaboration between committees via Joint Working Group(s)

Ongoing discussion between ISO/IEC 30105 and any new group in the area would be valuable to ensure that the ISO/IEC standards in this area can provide foundational standards of use plus identify any specific areas of further development.

Collaboration across topics between ISO/IEC 30105 and any future group would be beneficial to both the experts taking part but also the market of customer contact centres. Avoidance of conflicting or containing messages and standards can be avoided by early and regular discussion and collaboration at an early stage. ISO/IEC 30105 and a Working Group would be keen to participate in any discussions to identify where collaboration would be most beneficial.

The proposed TC focus on the vocabulary, requirements, guidance, and practices for customer contact centres, as well as requirements and guidance for service management (IT governance), as can be seen from the proposed initial work programme.

Internal liaison with ISO/IEC 30105 (service management and IT governance) are excluded from the scope.


The technical aspects covered by ISO/IEC 30105 has been excluded from the scope.


Q5. Proposer response

Yes

The technical aspects covered by ISO/IEC 30105:2023 (service management and IT governance) are excluded from the scope.

Q6. Proposers’ recommended mitigation

Yes

The technical aspects covered by ISO/IEC 30105:2023 (service management and IT governance) are excluded from the scope.
