

ICMI™ CONTACT CENTER
EXPO

OCTOBER 21-24, 2024 | Orlando, FL

Loews Royal Pacific Resort

Session 403: Harnessing Contact Center Dynamics to Achieve Top Performance

Brad Cleveland

Founding partner and senior advisor, ICMI

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10 Customer Expectations (Interactions)

- Be accessible (*in the channels I prefer*)
- Treat me courteously
- Be responsive to (*and anticipate*) what I need and want
- Do what I ask promptly
- Provide well-trained and informed employees
- Tell me what to expect
- Meet your commitments and keep your promises
- Do it right the first time
- Follow up
- Be socially responsible and ethical

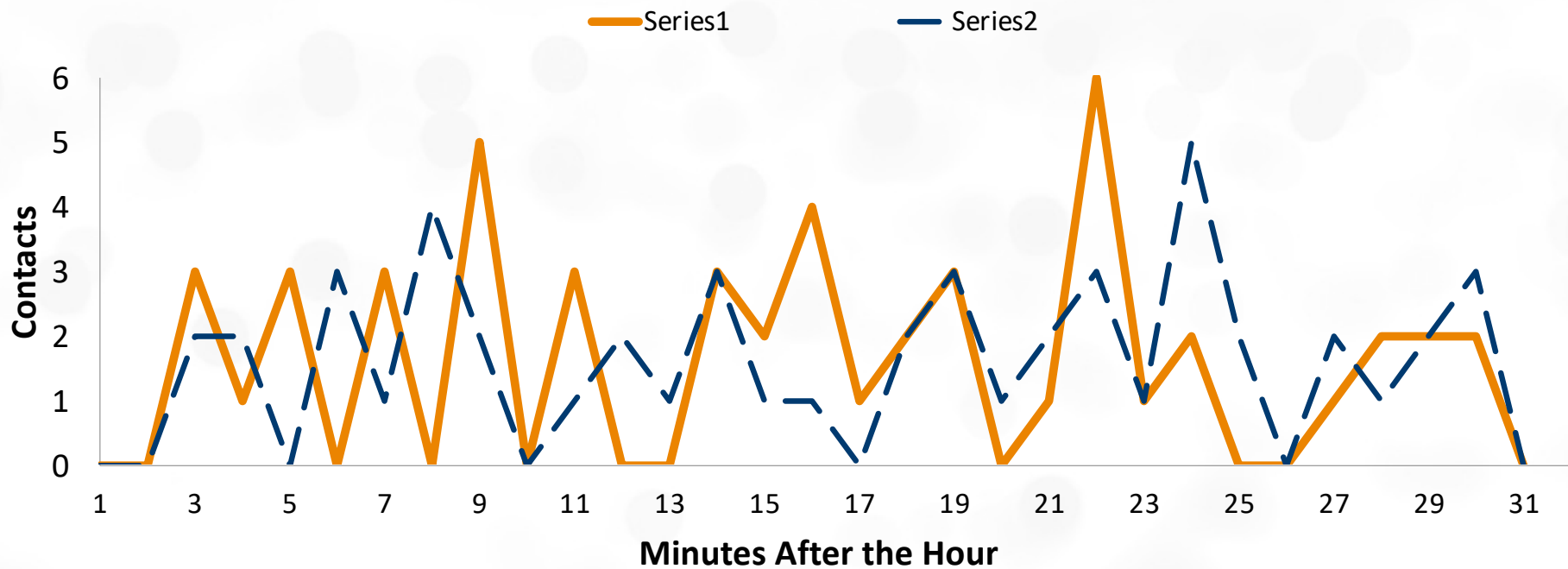
Today's AI-Infused Contact Channels

4

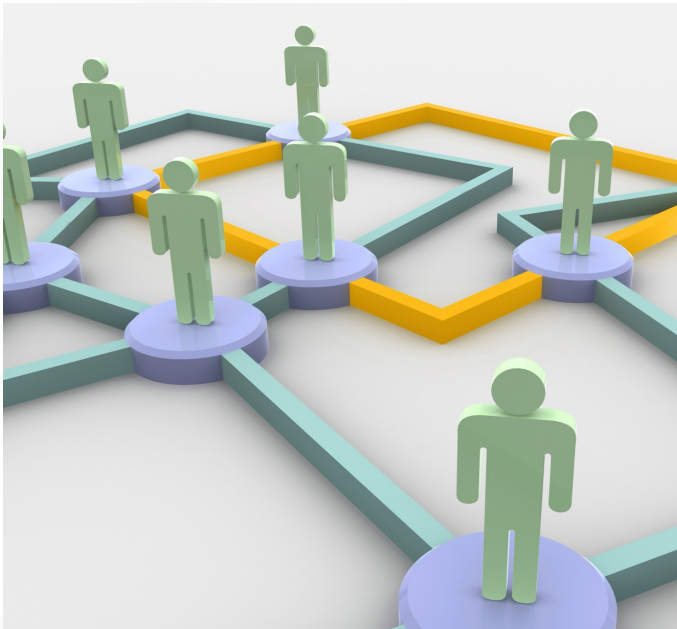


The Effect of Random Contact Arrival

Contacts Bunch Up!



Immutable Laws—Summary



- When service level goes up occupancy goes down
- The power of one
- The law of diminishing returns
- The powerful pooling principle
- Larger groups have higher occupancy

Contact Center Management Is...

...the art of having the right number of properly skilled people, aligned technology, and supporting resources in place at the right times to handle an accurately forecasted workload, at **service level** and with **quality**.

Customer Queue Calculator:
bradcleveland.com/ICMI

Erlang C (1917)

$$P(>0) = \frac{\frac{A^N N}{N! (N-A)}}{\sum_{i=0}^{N-1} \frac{A^i}{i!} + \frac{A^N N}{N! (N-A)}}$$

Queue Dynamics—Example

Average Talk Time* **180**
 Contacts Per Half Hour **250**

Average After Contact Work Time* **30**
 Service Level Objective* **20**

Agents	Average Speed of Answer (ASA)*	Service Level (SL)	Agent Occupancy (OCC)
30	209	24%	97%
31	75	45%	94%
32	38	61%	91%
33	21	73%	88%
34	13	82%	86%
35	8	88%	83%
36	5	92%	81%
37	3	95%	79%
38	2	97%	77%
39	1	98%	75%
40	1	99%	73%
41	0	99%	71%
...	-

Power of One

When SL goes up, Occ goes down

Customers in Queue

Average Talk Time* **180**
 Contacts Per Half Hour **250**

Average After Contact Work Time* **30**
 Service Level Objective* **20**

Number of customers waiting longer than x seconds

2 mins. 3 mins.

Agents	SL %	5	10	15	20	30	40	50	60	90	120	180
30	24%	203	199	195	191	184	177	170	163	145	129	101
31	45%	156	149	143	137	126	115	105	97	74	57	34
32	61%	118	111	104	97	85	74	65	56	38	25	11
33	73%	89	81	74	67	56	47	39	32	19	11	4
34	82%	65	58	52	46	37	29	23	18	9	5	1
35	88%	47	41	36	31	24	18	14	10	4	2	0
36	92%	34	29	24	21	15	11	8	6	2	1	0
37	95%	24	20	16	14	9	6	4	3	1	0	0
38	97%	16	13	11	9	6	4	2	2	1	0	0
39	98%	11	9	7	5	3	2	1	1	0	0	0
40	99%	7	6	4	3	2	1	1	0	0	0	0
41	99%	5	4	3	2	1	1	0	0	0	0	0

Law of diminishing returns

Customers in Queue

Average Talk Time* **180** **Average After Contact Work Time*** **30**
Contacts Per Half Hour **50** **Service Level Objective*** **20**

Number of customers waiting longer than x seconds

2 mins. 3 mins.

Agents	SL %	5	10	15	20	30	40	50	60	90	120	180
6	9%	46	46	46	45	45	45	44	44	43	42	40
7	50%	27	26	26	25	24	22	21	20	17	14	10
8	74%	15	14	14	13	12	11	10	9	6	5	2
9	87%	8	7	7	6	5	5	4	3	2	1	1
10	94%	4	4	3	3	2	2	2	1	1	0	0
11	97%	2	2	1	1	1	1	1	0	0	0	0
12	99%	1	1	1	1	0	0	0	0	0	0	0
13	100%	0	0	0	0	0	0	0	0	0	0	0

Customers in Queue

Average Talk Time* **180**
 Contacts Per Half Hour **1000**

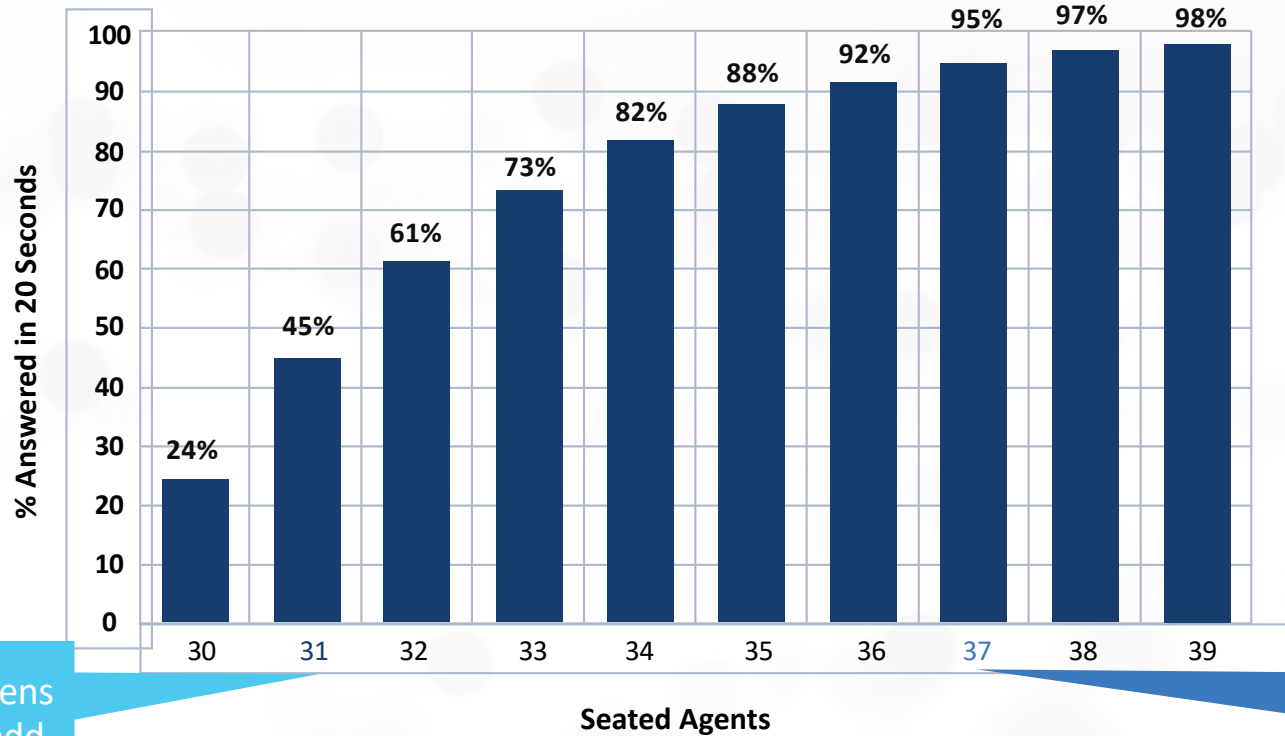
Average After Contact Work Time* **30**
 Service Level Objective* **20**

Number of customers waiting longer than x seconds

2 mins. 3 mins.

Agents	SL %	5	10	15	20	30	40	50	60	90	120	180
117	7%	955	948	940	933	918	904	889	875	835	796	724
118	24%	830	804	779	755	709	665	624	586	484	400	273
119	39%	719	681	644	609	545	488	436	390	280	200	103
120	51%	621	574	530	489	418	356	304	259	161	100	39
121	61%	534	482	435	392	319	259	211	172	92	50	14
122	69%	458	403	355	313	243	188	146	113	53	25	5
123	75%	390	336	289	248	184	136	100	74	30	12	2
124	80%	332	279	234	197	139	98	69	49	17	6	1
125	85%	281	230	189	155	104	70	47	32	10	3	0
126	88%	237	189	152	121	78	50	32	21	5	1	0
127	91%	198	155	121	95	58	35	22	13	3	1	0
128	93%	166	127	97	74	43	25	15	9	2	0	0
129	94%	138	103	77	57	32	18	10	5	1	0	0
130	96%	114	83	60	44	23	12	7	3	1	0	0
131	97%	94	67	47	34	17	9	4	2	0	0	0
132	97%	77	53	37	26	12	6	3	1	0	0	0
133	98%	63	42	29	20	9	4	2	1	0	0	0

Seated Agents vs. Service Level



What happens when we add an agent here?

Power of One

Law of Diminishing Returns

What happens when we add an agent here?

The Dynamics of Size

Avg. Talk Time: 180 seconds

Avg. After Contact Work: 30 seconds

Service Level: 80% in 20 seconds

Size	Contacts	Agents	Occupancy	Calls per Agent
	50	9	65%	5.6
	100	15	78%	6.7
	250	34	86%	7.4
	1000	124	94%	8.1

Powerful pooling principle

Larger groups have higher Occ

Handle **more contacts** at the same service level with the same number of agents

Handle the same number of contacts at the same service level with **fewer agents**

Handle the same number of contacts at a **better service level** with the same number of agents

Harnessing Dynamics for Top Performance

- ✓ Everyone understands the power of one.
- ✓ Services and channels are pooled to the greatest extent feasible.
- ✓ Reports focus on increments (NOT daily summaries).
- ✓ Agent performance centers on adherence and quality (NOT contacts handled).
- ✓ Budgets are based on workload, NOT occupancy.

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Thank you!