
The *Edge* of Service®



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Workforce Optimization Blind Spots

Workforce optimization has a blind spot.

When most leaders hear the term workforce optimization, they think of forecasting, scheduling, quality monitoring, coaching, and performance management. All of that matters. It's essential for the customer service of any organization that wants to deliver outstanding customer service.

But here's the problem. A lot of the work that matters most to customers is happening completely outside that view.

Not all customer service work reaches the contact center.

Increasingly, customers are seeking answers and sharing experiences in online communities, social networks, review sites, and neighborhood forums. A frustrated customer might post on Reddit, ask neighbors on Nextdoor, leave a review on Google, raise an issue in a Facebook group, or leave feedback in an app store review—without ever contacting the company directly.



Here's what that looks like in practice. A product has a setup issue. Instead of contacting support, a customer describes the problem in a Facebook group for users of that product. Twenty other people reply with the same complaint. By the time the issue shows up as a support ticket, hundreds of customers have already formed an opinion about the company, and none of it happened anywhere near the contact center. The organization is managing the tip of the iceberg but seeing it as the whole picture.

A small but growing number of organizations are starting to treat these interactions as legitimate customer service work. They're following conversations in communities, engaging where it makes sense, and using analytics to spot emerging issues, sentiment, and improvement opportunities.

Wherever these interactions represent real customer service work, workforce optimization applies—forecasting, staffing, quality, all of it.

None of this requires a wholesale rebuild. It starts small: someone assigned to monitor the two or three communities where your customers actually gather, a simple process for flagging recurring issues, a habit of asking "where else might customers be talking about this" before assuming the problem is contained. The tools will catch up. The instinct to look has to come first.



Watch the video!

Did you know?

66% of customers do not complain when they experience poor service. Source: Qualtrics, Global Consumer Trends Report

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