

7 Trends Shaping the Future of Contact Centers

ULINE

BRAD CLEVELAND

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Almon B. Strowger received a patent for the electromechanical telephone exchange in 1891.
By trade, his profession was:

A

A Sailor

C

An undertaker

B

An engineer

D

A university
professor

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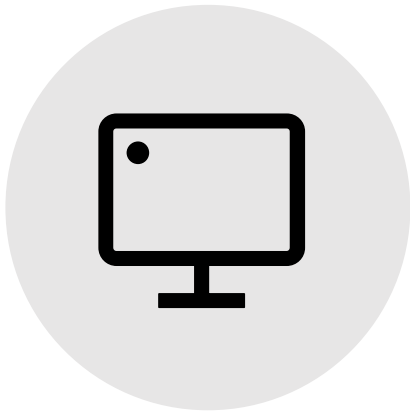
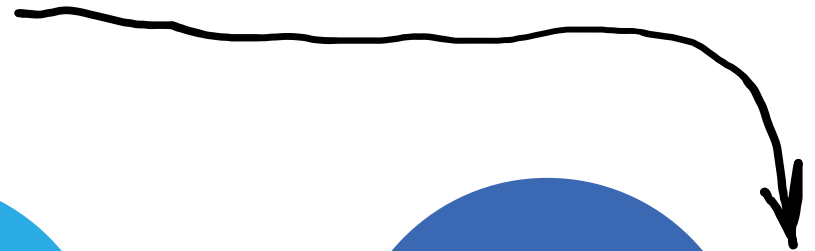
**The percent of contact centers adding OR
planning to add staff (0% – 100%)?**

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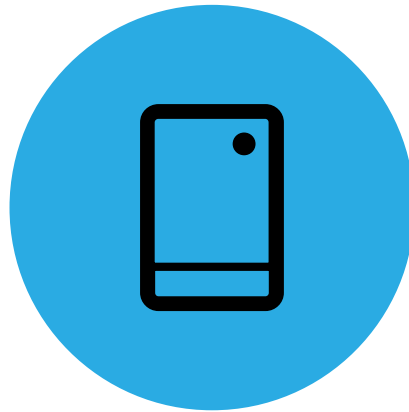


Source: ICM

Inflection Point
(2022)



INTERNET / WEB-BASED
(2000)



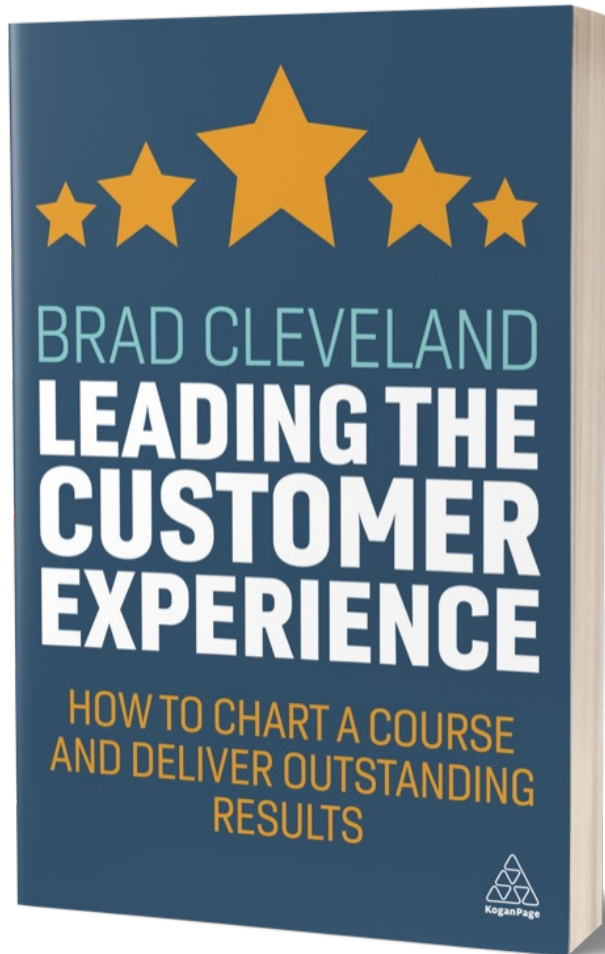
SMART PHONES / APPS
(2010)



AI / MACHINE LEARNING
(2020)

A photograph of a bright blue sky filled with scattered, fluffy white clouds. In the center of the image, there is a large, bold, white question mark. The sky is a deep, clear blue, and the clouds are bright white with some soft shadows, giving them a three-dimensional appearance. The question mark is positioned exactly in the middle of the frame, both horizontally and vertically.

?



Book

Slides

Recommendations at a Glance

pp 227-228

bradcleveland.com/uline



Resources

Welcome Uline!

[Slides](#)

[Customer Queue Calculator, Version 1.2](#)


Note: You will need to Enable Macros when you open the calculator in Excel. You will find information on how to use the calculator and a contact for support in the Instructions tab.

[ROI Calculations Toolkit](#)

[Ebook, agent retention and engagement](#)



Call Center (early 1990s)

- 
- **Well-run contact centers are powerful**
 - **Only 10% to 15% of contact centers are leveraging their potential**

#1: Vision



ULINE MISSION

We believe good service means offering the finest quality and best selection of products with the quickest service in the industry.

As long-term partners, we hope to exceed our customers' expectations – delivering every order with speed, passion and operational excellence.

“We inspire, educate and outfit for a lifetime of outdoor adventure and stewardship.”

—REI

“Make government services simple so people can get on with their lives.”

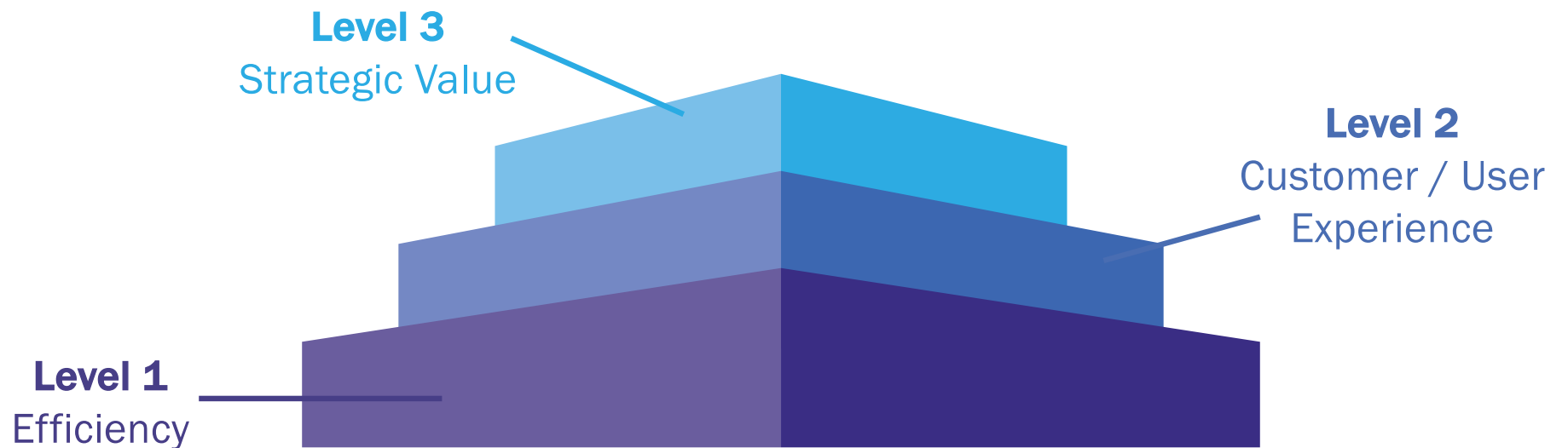
—Services Australia

#2: Strategy

The picture
that went viral



Three Levels of Value



#3: Employee engagement

ebook,
trends

A black and white photograph showing W. Edwards Deming seated at a conference table. He is wearing glasses, a suit, and a tie, and is looking down at a document in front of him. To his left, a man in a white short-sleeved uniform shirt with a name tag is standing. To his right, a woman in a dark suit is partially visible, looking towards the table. The setting appears to be a formal meeting or conference.

W. Edwards Deming (1993)



#4: Processes

#5: Technology

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

Erlang C

Input: 100 customers in 30 minutes

Average Handling Time: 5 minutes


Input: 100 customers in 30 minutes
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Employees/ SL/20 sec	<= Number of customers waiting longer than x seconds =>											
	5	10	15	20	30	40	50	60	90	120	180	240
17 (11%)	90	90	89	89	88	87	86	85	82	79	74	69
18 (39%)	65	64	62	61	58	56	53	51	45	39	30	23
19 (59%)	46	44	43	41	38	35	33	30	24	19	12	7
20 (73%)	32	30	29	27	24	22	19	17	12	9	5	2
21 (83%)	22	20	19	17	15	13	11	10	6	4	2	1
22 (89%)	14	13	12	11	9	8	6	5	3	2	1	0
23 (93%)	9	8	7	7	5	4	4	3	2	1	0	0
24 (96%)	6	5	4	4	3	2	2	1	1	0	0	0

10 Customer Expectations

Service 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
- 

#6: Resources and support

ROI
Toolkit

Returns on improvements

- Customer loyalty
- Brand promotion
- Operational improvements
- Product and service innovation
- Employee engagement

Costs of inaction

- Customer defection
- Brand damage
- Recurring problems
- Compliance, safety, legal
- Employee dissatisfaction

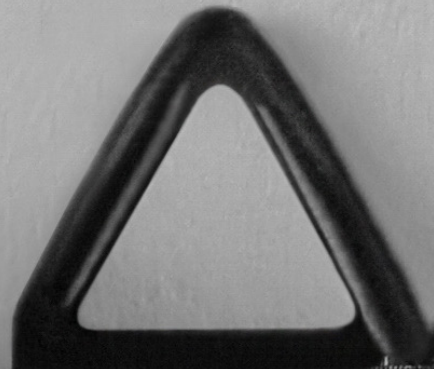
#7: Innovation

“Let’s Start at the Very Beginning,
a Very Good Place to Start”

"Do-Re-Mi" by Rodgers and Hammerstein

(performed by Julie Andrews in The Sound of Music).

What's your story?







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About

Brad Cleveland is known as one of today's foremost experts in customer strategy and management. He has worked across 45 states and 60 countries for clients as diverse as American Express, Apple, USAA, the University of California and the federal governments of Australia, Canada, and the U.S. Brad is author of *Contact Center Management on Fast Forward* (ICMI, 2019), which received an Amazon.com best-selling award, and *Leading the Customer Experience* (Kogan Page, 2021), which was selected as a NYC Big Book Award distinguished favorite. His LinkedIn Learning courses on customer service and customer experience topics have received close to 1 million views. Brad is a founding partner and former CEO of the International Customer Management Institute (ICMI) and is today a sought-after speaker and consultant.

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