



CCW Nashville Presents:

MARKET STUDY: CONTACT CENTER OF 2030

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Intro: Contact Center of 2030

From digital transformations, to omnichannel revolutions, to cloud migrations, to AI augmentations, contact center leaders have ample reason for enthusiasm. They have undeniable opportunities to elevate operational performance while delivering frictionless, personalized, predictive, and proactive experiences at scale.

Will, however, they seize these opportunities by 2030?

The answer should be an undeniable yes. With more than six years to prepare and so many innovative solutions in the market, these leaders have a clear pathway to contact center excellence.

History, however, provides legitimate reason for skepticism. Concepts like personalized customer journeys, AI-driven self-service, and end-to-end experiences are hardly brand new ideas, but they remain out-of-reach for the majority of contact centers. And if a contact center leader could not successfully transform itself in the past six years, should we realistically expect such transformation in the next six?

And even if contact center leaders do implement some promising technologies, will they overhaul their strategies sufficiently enough to take advantage of these solutions?

To answer these questions, CCW Digital recently surveyed the customer contact community about the contact center of 2030. The findings, covering everything from challenges leaders hope to overcome to experiences they hope to create, inform this exclusive Market Study.

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Methodology & Demographics

To preview the contact center of 2030, CCW Digital conducted a survey in the summer of 2023. The survey polled contact center, customer experience, customer service, operations, and marketing leaders on the challenges they hope to overcome, ambitions they aim to pursue, and predictions they expect to materialize.

Example respondent job titles included vice president of customer engagement, contact center manager, head of customer care, assistant vice president of customer service, head of the contact center, director of customer service operations, director of customer experience, chief operating officer, senior manager of customer experience, chief marketing officer, vice president of operations, and senior director of customer success.

Encompassing a global audience, the respondents represented organizations of most industries and company size ranges.

About the Author



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Brian Cantor is the principal analyst and director for CCW Digital, the global online community and research hub for customer contact professionals. In his role, Brian leads all customer experience, contact center, technology, and employee engagement research initiatives for CCW. CCW Digital's articles, special reports, commentaries, infographics, executive interviews, webinars, and online events reach a community of over 150,000.

A passionate advocate for customer centricity, Brian regularly speaks on major CX conference agendas. He also advises organizations on customer experience and business development strategies.

Key Findings

- 1 Contact center leaders anticipate ample transformation in the next few years. By 2030, the overwhelming majority believe their contact center will leverage a cloud-based platform, leverage a largely remote workforce, and provide customer data that drives key business decisions.
- 2 As they pursue these evolutions, contact center leaders expect to wave goodbye to some lingering complaints and challenges. Most, for example, no longer expect to complain about agents spending too much time on repetitive, low-value work. Many also anticipate an end to conversations about insufficient customer data and disconnected channels.
- 3 Although 93% of leaders expect the phone to play a role in the contact center of the future, only 20% believe it will remain a primary option.
- 4 Confident in the transformative impact of AI-driven chatbots, 60% of leaders believe 2030's contact center agents will only be responsible for highly complex or personal matters. A non-trivial percentage believe agents will no longer handle any support issues.
- 5 Given their belief that agents will shift to higher-value work, 66% of leaders fittingly expect these employees to receive more lucrative compensation in the contact center of 2030.
- 6 Leaders believe proactive engagement will rank as a critical customer experience priority in 2030. Other top CX priorities include offering more self-service opportunities, providing support in customers' preferred language and conversation styles, and demonstrating more personalization.
- 7 To bring their long-term hopes to fruition, today's contact center leaders recognize the importance of investing in knowledge management, cloud-based contact center solutions, customer intelligence initiatives, and customer journey orchestration.



An Optimistic Vision For 2030

With only 4% of consumers citing meaningful improvement in the customer experience, long wait times lingering as a common pain point, and agent attrition continuing to bottleneck operations, one would have a hard time labeling the contact center of 2023 as excellent.

Change is essential. Fortunately, contact center leaders believe they will have made *significant changes* to their operations – many for the irrefutable better – by the time 2030 arrives.

They are most confident about achieving a more singular, integrated operation. A whopping 92% of leaders, in fact, say the majority of their contact centers will exist within a unified, cloud-based platform by 2030.

Leaders' outlook for 2030 also includes the following transformations:

- 89% feel the typical contact center agent will work remotely at least 50% of the time
- 88% feel contact center data will inform most major business decisions
- 85% believe senior leadership will truly embrace the contact center as a “value center”
- 80% believe the contact center will rely on innovative work arrangements, such as gig-based models
- 78% believe the contact center will go beyond service to handle most customer-facing communication
- 74% believe the majority of today's contact center tasks will be automated

Collectively, these predictions reflect a contact center that will be more efficient (due to the emphasis on automation), agile (due to remote and gig work opportunities), consistent (due to unification of systems and consolidation of engagement functions), and customer-centric (due to a greater emphasis on customer data).

Getting there, of course, will require brands to confront some of their most lingering challenges – and develop *clear action plans* for some notoriously nebulous ambitions.

Based on your current outlook, will the following be true of your contact center in 2030?

True False

The typical contact center employee will work remotely at least 50% of the time



The contact center will rely on more flexible/non-traditional work approaches, such as gig



The contact center will encompass all customer-facing communication (sales, marketing, website user experience, etc) - not just service



The majority of contact center systems will be unified in a cloud-based platform



The contact center will be responsible for capturing and sharing customer or operational data that informs most major business decisions



The majority of today's contact center tasks will be automated using AI



The contact center will truly be seen as a "value center" -- the C-suite will be OK with rising costs as long as customer- and employee-experience metrics are up





Is It Time to Say Goodbye To These Complaints?

Catchy adages like “happy agents = happy customers,” “the customer is always right,” and “automate simple issues so agents can focus on complex ones” tend to endure within the customer contact community.

Unfortunately, so too do certain complaints. Challenges related to agent disengagement, overemphasis on cost metrics, and fragmented customer journeys were popular conversations decades ago – and they continue to keep leaders up at night.

Will they finally fade from the limelight by 2030? Encouragingly, contact center leaders feel many *will* no longer produce as many sleepless nights.

Most notably, 72% feel the complaint that agents spend too much time on simple issues will stay in the past.

This argument ultimately reflects ample optimism for the impact of artificial intelligence-driven automation. Confident that AI *will* lead to more robust self-service and more effective internal process automation, companies believe agents will ultimately shift to higher-value, more complex work.

Other troubles leaders anticipate escaping include inadequate customer data (69%), disconnected channels (59%), and an overreliance on efficiency metrics (59%).

With so many promising analytics and customer data platform solutions at their disposal, leaders know they already have the power to overcome key data challenges. The overwhelming majority clearly believe they will turn their awareness of these technologies into adoption of these solutions. By introducing efficient methods for managing data – and then empowering agents to take advantage of this new intelligence – contact centers can finally achieve meaningful alignment between their strategic practices and the voices and demands of customers.

A similar notion explains confidence around the ability to address channel fragmentation. Cloud-based, omnichannel solutions exist to help contact centers create a more unified, integrated contact environment. In the next seven years, the majority of leaders plan to move beyond simply *admiring* these solutions – and start actually *leveraging* them.

No matter how much they may condemn the “cost center”

stigma, budgetary scrutiny and cost efficiency will never *not* matter within the contact center. In saying they believe traditional efficiency metrics will be less commanding, leaders are not disputing this notion.

Rather, they are expressing optimism that the business impact of *great customer experiences* will become clearer. They are stressing the idea that customer satisfaction is both a pathway to greater revenue and the *product* of

efficient experiences that eliminate unnecessary costs and sources of friction.

Ultimately, the message here is not that average handle time or average speed of answer are meaningless statistics. Rather, it is that prioritizing customer satisfaction is a more surefire way to address inefficiencies *without* compromising experience quality.

Do you believe you will have **COMPLETELY** resolved and moved past the following contact center challenges by 2030?

■ This will not be a problem AT ALL in 2030

■ This may still be a challenge in 20230

“Channels are disconnected”



Channels aren’t equal (phone still preferable to digital, agent preferable to self-service, etc)



Teams/departments are siloed



Too many systems / no “single pane of glass”



Agent turnover is too high



Agents spend too much time on simple customer issues or admin work



Not enough buy-in/budget from C-level



Customer data isn’t robust, unified, and/or actionable enough



Too much emphasis on past efficiency metrics, not enough on CSAT





Phone Engagement in the Year 2030

By distancing themselves from the term “call center,” customer contact leaders long ago declared that interactions will not take place *exclusively* over the telephone.

But with so much hype surrounding chatbots and other digital options, it is worth asking whether these leaders expect their agents and customers to be engaging in *any* phone interactions by the time 2030 arrives.

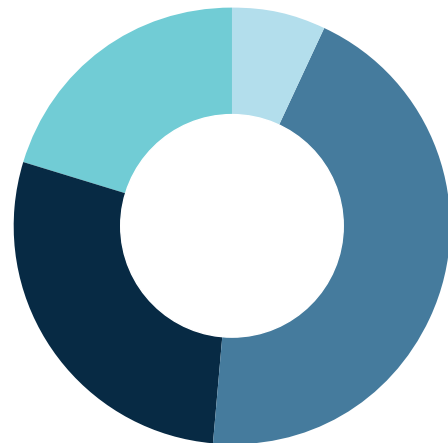
The answer is yes, albeit with some qualifications.

Although 93% of leaders do expect the phone to play a role in the contact center of the future, only 20% believe it will remain a primary option.

Just over 44% believe phone calls will be limited to special issues and customers, while 28% believe it will remain readily available though rank as secondary to key digital channels.

The idea of a digital-first contact center may be appealing, but wise contact center leaders will not put the cart before the horse. At present, **phone resoundingly ranks as the most-trusted customer service channel**. If brands scale back or eliminate their phone options without achieving sufficient customer buy-in, they will not unearth the theoretical benefits of being a lean, innovative, digital-first organization. Instead, they will face the wrath of customers who feel their contact center strategy is more about deflections than connections.

What role do you anticipate phone-based support playing in the contact center of 2030?



- **7.19%** Phone-based support will be nearly non-existent
- **44.44%** Phone-based support will be reserved for special issues/customers/situations
- **28.10%** Phone-based support will still be a somewhat common option, though digital channels will be the priority
- **20.26%** Phone-based support will remain a primary option



Contact Center Agents in the Year 2030

When thinking about the future of customer interactions, it is not enough to merely consider *where* they will take place. It is also imperative to determine *with whom* (if anyone) customers will be interacting.

Will AI-driven chatbots be the main avenue through which customers interact with brands in 2030? Or, will customers continue pursuing conversations with human contact center agents?

As they look ahead, many contact centers believe the answer will depend on context.

More than 60% believe agents will only be responsible for highly complex or personal matters. Firm believers in the transformative impact of AI, these people believe chatbots and other self-service tools will become the default option for typical customer service issues. Agents, then, will transition to providing consultative support for customers and issues whose needs are too complex or unpredictable for even the most advanced automation.

Just shy of 24% are not as confident in an evolution of the agent role. These leaders believe agents will still play a heavy role in most customer interactions.

It is worth noting that they are not necessarily saying AI will have no impact. Rather, they simply do not believe intelligent self-service will be effective enough to provide complete, automated support for many issues. As a result, agents will still take an active role – even if they are not handling *the entirety* of every customer interaction.

Other leaders anticipate a much bigger shakeup. Especially confident in the power of automation, 9% believe the idea of a “contact center agent” will have faded from the spotlight by 2030. Clearly, these leaders are *major believers* in the power of AI – and thus *major doubters* of the assurance that such technology will augment, rather than replace, human ingenuity.

Although the remaining 7% do resoundingly believe AI will eliminate the traditional agent role, they do not necessarily believe it will remove human labor from the contact center. They simply anticipate a dramatic shift in what agents do: a pivot from interacting with customers to a role in guiding the AI and creating the practices that define how technology supports customer interactions.

COMPENSATING A HIGHER-CALIBER WORKFORCE

Many contact centers are *already* struggling to attract, motivate, and retain great talent, and the role of the agent is only about to become more daunting. Since 60% of contact center leaders expect agents to focus on more complex work and another 7% forecast their pivot to more analytical tasks, over two-thirds of organizations believe the role of the agent will be more challenging in 2030.

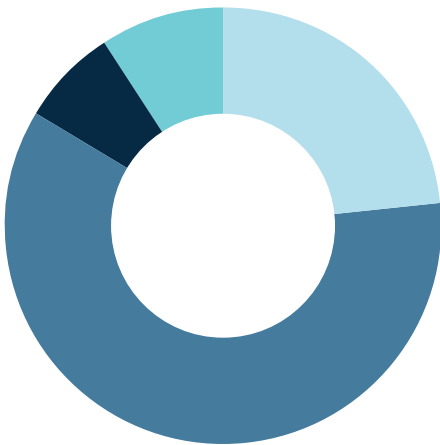
The importance of strengthening the agent experience, therefore, has never been greater.

Compensation represents a particularly significant area. If agents are being asked to do more – especially at a time when workers are becoming more assertive about their needs – it stands to reason they are going to expect more money.

Many leaders accept this reality, with 66% forecasting a non-trivial increase in agent compensation by 2030.

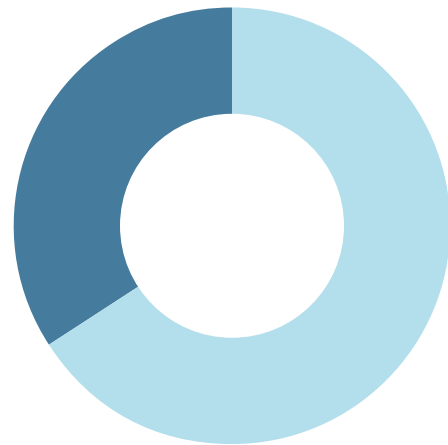
Laudable in theory, this concept will require strategic nuance in practice. Money does not grow on trees, which means contact center leaders will either have to command greater percentages of the corporate budget, make corresponding cuts in other areas of their operation, or reduce headcount to justify the higher per-agent salary. The way in which leaders choose to navigate this scenario will have significant consequences for agent satisfaction and performance – and for the contact center at large.

When it comes to customer engagement, what role do you expect the typical contact center agent play in 2030?



- **23.53%** Agents will still be responsible for handling many customer interactions
- **60.13%** Agents will only be responsible for highly complex/personal issues; most others will be handled in self-service
- **7.19%** Agents will not play a direct role in engaging with customers, though they will help support, analyze, and train bots and other AI systems
- **9.15%** The "contact center agent" role will be less common; most aspects of the job will be automated

Do you expect contact center agent compensation to meaningfully increase by 2030 (beyond general increases due to inflation/market conditions)?



- **66.01%** Yes, agents will command a meaningfully higher salary
- **33.99%** No, agents will be paid similarly to what they make now



Customer Experience Excellence in the Year 2030

At the end of the day, the contact center represents the gateway between a brand and its customers. All operational initiatives – from the technology a contact center deploys, to the caliber of agents it employs – should ultimately foster better customer experiences.

Any worthwhile discussion about the contact center of 2030, therefore, will consider how customer demands, behaviors, and preferences will evolve. If the contact center does not adapt accordingly, it will squander its investment in new solutions, pursuit of new talent, and adoption of new best practices.

In thinking about the customer experience of 2030, the overwhelming majority of contact center leaders are fixating on proactivity. A whopping 88% believe predictive and proactive communication will become a bigger priority by 2030.

Insofar as proactive communication is the epitome of a win-win scenario, the enthusiasm is unsurprising. When brands can anticipate customer needs, they

simultaneously reduce effort *and* demonstrate more personalization. This can dramatically boost customer sentiment, leading to increases in loyalty and lifetime value.

Brands that can proactively address customer issues, moreover, stand to greatly reduce inbound contact volume. This simultaneously creates a net efficiency for the operation and ensures agents can spend their time on more unique and complex inquiries.

Other future CX priorities include offering more self-service opportunities (87%), providing more support in a customer's preferred language and communication style (86%), and increasing personalization (84%).

Leaders' enthusiasm over self-service is predictable given the ever-growing hype over chatbots and generative AI, but it is important to approach such investments wisely. Only 20% of customers presently trust chatbots, which means merely introducing more bots, let alone *requiring* customers to use them for a greater number of issues,

is not going to be sufficient. Brands will have to really understand what customers want to get out of a self-service experience, design their automated interactions accordingly, and then actively educate and condition customers on the value of self-service. As this will not be an overnight process, savvy brands will start now to ensure they are delivering unequivocally customer-centric bot experiences in 2030.

The call for better honoring language preferences has ramifications for both technology investments and hiring practices. Technology like real-time translation, conversational AI bots, and accent mimicking will enable brands to scalably accommodate a greater number of customers – with a greater number of communication

styles. Emphasizing diverse, distributed hiring, meanwhile, increases a brand's chances of achieving a great match between a customer and agent.

Only 13% of customers believe today's brands are sufficiently tailoring experiences, which means contact centers have ample ground to make up if personalization is going to be a key priority in the future. The effort will be three-fold: brands will have to redefine personalization for the digital age (emphasizing real-time sentiment matching and predictive engagement over superficial gestures like name-drops), invest in data and analytics solutions that surface critical personal details, and train and empower agents and bots to use this data to make experiences more contextually relevant.

Do you feel the following customer experience focuses will be more or less important in the contact center of 2030?

☒ Yes, this will be a bigger priority ☐ No, this will not be a bigger priority

More personalized interactions



More willingness to go “off script” to solve problems



More opportunity to get support in preferred language / communication style



More self-service opportunities



More ability to solve problems on own terms (own channel, 24/7, etc)



Less customer effort / more convenient experiences



Ability to get complete support/engagement experience in any channel



More predictive/proactive communication





Action Plans for the Year 2030

The customer contact community is very familiar with ambitious ideas, powerful commitments, and confident declarations. Unfortunately, the community is also very familiar with underwhelming results, enduring challenges, and disparities between aspirations and results.

Contact center leaders, therefore, know that their dream of unified contact centers filled with high-performing agents that generate high customer success scores will require a concrete action plan. If they do not eagerly pursue key initiatives, the contact center of 2030 will possess the same inefficiencies and inadequacies as the contact center of 2023.

As 2030 plans materialize, no initiative is commanding more attention than knowledge transformation. A whopping 87% of contact centers plan to improve their knowledge management systems and strategies – and the commitment is highly logical given sentiment around the evolving CX landscape.

For starters, a strong knowledge framework is essential for effective self-service. Bots rely on company knowledge to support customers, and since self-serving customers do not have expert agents to compensate for gaps or

inconsistencies in the knowledge base, there is no room for error. If the knowledge entry is not clear, intuitive, and accurate, the self-service experience *will* fail.

Additionally, as agents pivot to handling more consultative tasks, they will grow more reliant on internal knowledge. The repetitive tasks of today's contact center are easy enough for agents to internalize; the nuances of rare and complex issues will not be. If agents cannot quickly and easily access accurate knowledge, they may fail to provide customers with the support they need. They will certainly fail to do so efficiently.

Other priority initiatives include migrating and/or unifying systems into a cloud-based platform (86%), improving data collection, unification, and/or analysis (85%), and rethinking customer journeys to create a more effective experience (83%).

For as burdensome as they are in the current landscape, operational silos and systemic fragments will only become more troubling in the future. Brands that look to increase personalization, better pair bots and agents, streamline customer journeys, and predict future needs absolutely need a 360-degree view of their experience, *complete*

power to optimize all touchpoints from a single tool, and easy ability to introduce new features and enhancements. Modern cloud-based platforms are essential for achieving these capabilities and, in turn, achieve a more customer-centric contact center by 2030.

Whether their goal is to optimize overall customer journeys, create more personalized and predictive individual interactions, or strengthen agent development, contact centers will rely heavily on data. This internal reliance on data, moreover, says nothing of the value this data will have to business units *outside* the contact center.

Investing into better data analytics and management is the key to creating a more intelligent, customer-centric contact center operation.

Given that they are anticipating digital channels, self-service options, and new agent dynamics to impact customer experiences, it makes sense that brands will emphasize rethinking journeys. If they do not ensure their individual experiences work cohesively to create value, the new channels and self-service tools brands pursue will end up increasing the friction and frustration they are supposed to be eliminating.

As you prepare for the contact center of 2030, will you **PRIORITIZE** any of the following initiatives?

☒ Yes, this is a focus ☐ No, this is not a focus

Migrating/unifying our systems into a cloud-based contact center platform



Adjusting recruiting to ensure we are attracting the agent of the future



Adjusting training to ensure agents are capable of handling more complex work in the future



Rethinking requirements/training for contact center supervisors, managers, and leaders



Improving knowledge management to empower agent performance and/or elevate self-service



Improving customer data collection, unification, and/or analysis to improve interactions and experience strategy



Rethinking work scheduling/environment to be more flexible



Optimizing AI investments to improve efficiency and performance



Rethinking customer journeys to create more effective CX



Adopting real-time translation, global partnerships, diverse workforce, etc to better resonate with customers



Adding/connecting new channels to provide more engagement options



Investing into new hardware/telephony to improve quality





PRACTICALITY GUIDE



Combine AI with the power of human interactions to future-proof your contact center

There's no denying that everyone in CX is buzzing about AI, and for good reason. According to **Statista**, the total AI market is predicted to grow to over \$1.5 trillion by 2030. And a **recent Forrester study** revealed that 84% of technical leaders feel they need to implement AI into apps to maintain a competitive advantage – with 70% agreeing that the technology has graduated out of its experimental phase and now provides meaningful business value. So the practical AI revolution is happening. But as companies gravitate toward embedding AI tools in their customer journeys, it's worth taking the time to consider human-to-human experience in a light of an AI world.

84% of technical leaders feel they need to implement AI into apps to maintain a competitive advantage – with 70% agreeing that the technology has graduated out of its experimental phase and now provides meaningful business value.

Over the past year and a half, consumers have moved nearly every aspect of their lives to digital channels. Post-pandemic, people are more comfortable than ever before with managing their finances, purchases, and healthcare online.

While comfort with technology is more prevalent than ever, expectations for an exceptional customer experience remain sky-high no matter what channel the consumer is using, and enterprises must re-evaluate how they're handling critical moments when a customer either desires (or is forced into) an in-person or non-digital interaction.

The stakes are high, and enterprises are already under pressure. And now generative artificial intelligence has entered the already-complex conversation, disrupting nearly every industry and further complicating the customer experience journey. For forward-thinking CX leaders, embracing AI should be a no-brainer. But smart leaders will take time to weed through the AI hype, keep their customers at the center of everything, and look for tools and methods that improve, rather than digitally disjoint, their customer journeys.

TODAY'S ENTERPRISE CX GAPS ARE TOMORROW'S OPPORTUNITY

When consumers move to digital channels, they've likely already made a decision to purchase. The question is, "Who will I purchase from?" The answer: the organization that makes it easiest. "The word 'frictionless' is the common denominator across everything," said Tom Martin, CEO of Glance, on a recent webinar, **Why CX Should Embrace AI**, with David Butler, SVP of Product Strategy at Glance.

Consumers (and employees) want consistency and ease. Siloed user experience approaches based on traditional channel mentality are preventing organizations from delivering that seamless digital customer experience to internal and external audiences.

Your organization isn't seen as several teams; consumers see it as one cohesive brand and want one cohesive brand experience. And yet, many companies' CX channels are completely disconnected from each other. Multiple silos hinder continuous and fluid CX, while monolithic technologies undermine the consistency of experience.

Powerful orchestration is at the heart of delivering superior CX

Generative AI adds another layer, but when it comes to delivering a superior customer experience, it's still about "reaching in" to the customer's journey at the right moment of need.

With proper experience orchestration, brands can pull relevant information from different systems to carry context that can be integrated across all customer interactions to make it relevant, personal, and even proactive.

It's about much more than an AI-powered chatbot that automatically asks site visitors if they need help when they haven't moved their cursor in 3 seconds. It's about delivering human-guided assistance that reduces or eliminates friction with little effort from the consumer, at the exact right moment.

From a consumer standpoint, powerful orchestration brings together connected, seamless experiences by layering the right data and knowledge on top of every interaction.

With the right integrations, orchestration can be proactive and respond to changes in the customer or company data — think orders, a change in inventory, availability of specific services, cancellations, and social media "likes," to name a few.

In CX, AI has been seen as a way to initially engage customers to make the agent more effective in their interaction. It's an engineered experience. Chatbots can be helpful, but they can also create unnecessary friction if the

consumer doesn't quickly get the resolution they're seeking. When it's used at scale, enterprises can harness data to create more proactive and tailored experiences, picking up on cues that the customer needs human-guided support.

Enterprises should be thinking instead about how AI can be used to speed things up and reduce friction, both internally and externally, to create efficiencies and boost customer satisfaction.

"When you break it down to the basics, it's just three things," said David Butler, SVP of Product Strategy at Glance. "Let's start the clock the minute the customer arrives in three dimensions: Time, effort, and outcome. And we build it up from there."

HOW DOES GENERATIVE AI FIT IN?

Generative AI is a game changer because of its two core functions: understanding a request, and acting on it. It can fundamentally change the game for enterprises by:

- Providing the ability to be more accurate and complete, solving a problem end to end without human involvement.
- With analytics baked in, enabling teams to adjust conversations according to real-time qualitative and quantitative customer feedback.
- Identifying when the human element needs to be delivered to a customer early in their digital/self-service journey, irrespective of the channel they're on to deliver better mutual outcomes.

When used strategically, generative AI can empower humans to handle the more critical and complex needs of customers that require intelligence, empathy, and situational context.

Don't neglect the agent experience

Poorly managed generative AI can easily become more clutter for agents to deal with. As much as CX leaders need to put themselves in their customers' shoes, the agents' are just as important. Clutter can lead to more confusion or a tendency to fall back to more familiar channels to avoid the complexity that can come with a dump of data.

Leaders should keep the agent experience in mind and optimize it. As an example, generative AI could be used to create a post-conversation wrap-up to take that task off the hands of the specialist while also creating powerful data to use moving forward.

CENTERING THE CUSTOMER IN AI-DRIVEN CX

In the age of AI, customer centricity is more paramount than ever. Customer experience and customer data should influence everything from product development to customer service, including when and how AI technologies are leveraged.

Putting shiny new AI technology in your CX tech stack is only great if it's (really) great for your customers. AI, as with any technology, must provide a frictionless experience. Organizations must consider when AI is best for their customer, be open and transparent with customers about when and how it's being used, and ensure that transitions between AI and humans are seamless.

Consumers are getting used to AI. Sometimes they love it. Sometimes it frustrates them.

Nearly 8 in 10 consumers believe customer experiences still need an element of human touch, and **76% say** they are less likely to trust and engage with a brand if they sense disjointed communication with AI across channels.

As AI is used more, human interactions will become even more important. Elements that are uniquely valuable as humans — empathy, compassion, connection — will need to shine during key moments in the customer journey when AI may not be the best solution.

It's likely that real human support experiences will become more and more scarce as the era of AI seeps into CX. But that's exactly where real opportunity lies. Those moments of human connection are where relationship-building happens. When a support agent empathizes with your frustration and genuinely cares about helping you solve an issue, it leaves an impact. As more AI gets woven throughout CX, those memorable human moments will become even more powerful and differentiating for your brand.

THE BEST OF BOTH WORLDS

In an ideal CX strategy, AI and human interaction strengthen each other. There's absolutely a way forward for companies willing to leverage the rising tide of AI and have it streamline the customer experience, but that only reinforces the importance of offering a genuine human connection. Just remember: your customers aren't artificial. And even if your strategy leans strongly into AI over the coming years, the experiences that your human customers go through are very real, and should stay at the center of your business strategies.



Ensure Compliance without Slowing Down Outbound Calling

As the lines blur between personal and work phones with the growth of remote workforces, how can you ensure your sellers are in compliance with Do-Not-Call (DNC) and Telephone Consumer Protection Act (TCPA) regulations without slowing down outbound calling?

Facing an unpredictable economy at the start of 2023, organizations prioritized positive customer experience to counter economic uncertainty. Now, top performing teams are continuing to prioritize brand reputation and risk mitigation while continuing to grow their revenue. This means driving sales and churning out outbound calls—but are your customer communications 100% compliant with DNC and TCPA compliance regulations?

Without a compliance solution in place, your organization is at greater risk of costly penalties that you cannot afford to sacrifice in the current market. There have been increasing complaints of working professionals' personal cell phones being contacted, and you never know when a "professional plaintiff" (a consumer who will jump on the chance to sue) is lurking around the corner.

If you are taking on the risk of manually managing DNC and TCPA regulations in-house, it is vital to be aware of

the myriad of evolving DNC and TCPA regulations at the state and federal levels – and that contacting consumers in violation of DNC or TCPA requirements can be detrimental to your brand.

To help safeguard your organization, this eBook explores:

- All sources of Do-Not-Call and TCPA risk for your organization, including contacting personal vs. work phone numbers, evolving state laws, and autodialers.
- The benefits of investing in a compliance solution versus manual compliance management and data processing.
- What type of solution is right for your organization, features to look for, and more!

1: UNDERSTANDING HOW YOUR ORGANIZATION IS AT RISK

As business professionals are adopting hybrid routines or working fully remote, mobile phones have become a grey area in the marketplace. As more employees are using their cell phones to conduct business while working from home, telemarketing to personal cell phones is occurring more often, stirring up uncertainty around DNC and TCPA guidelines.

Manual DNC Risk

If your organization is manually scrubbing lists and approving phone numbers for your sales team, you are at much greater risk of dialing a number on a Do-Not-Call list, whether it is accidental or due to a lack of full, in-depth compliance knowledge.

When your outbound team prospects and contacts mobile phone numbers, there is no sign of differentiation between personal or business phone numbers on these lists. For B2B organizations, contacting a prospect's personal phone number while attempting to sell to their business makes your organization potentially liable for costly DNC violation penalties and consumer lawsuits.

If the individual is registered on the National Do Not Call Registry, your organization **can be fined up to \$43,792 per illegal call**.

In addition to the National Do-Not-Call Registry, it is important to note that 12 states operate their own do-not-call lists: Colorado, Florida, Indiana, Louisiana, Massachusetts, Mississippi, Missouri, Oklahoma, Pennsylvania, Tennessee, Texas, and Wyoming.

Some states, such as Colorado and Mississippi, allow organizations to enroll their business numbers on state DNC lists, meaning your organization can be fined for calling businesses numbers in certain jurisdictions.

Autodialer TCPA Risk

If your organization is making outbound calls using an automatic telephone dialing system (ATDS), or a system with the capacity to be an ATDS you are at high risk of violating TCPA guidelines by accidentally dialing a cell phone— even if you're not utilizing automated calling capabilities.

The TCPA requires that organizations using an ATDS or prerecorded messages when contacting consumer mobile numbers must obtain prior express written consent from consumers to legally contact them. Additionally, businesses **must not use established business relationships (EBRs)** to avoid getting consent from consumers.

This means that even if a wireless number is being used for business purposes, you must obtain prior consent to contact the number if utilizing an ATDS.

There is a common misconception that the TCPA doesn't cover B2B calls. While it seems like a gray area, B2B callers are not exempt from TCPA regulations. Violations of TCPA regulations **result in penalties of \$500 for each violation, and \$1,500 for proven willful violations of the TCPA**.

If that doesn't sound risky enough, a handful of states have enacted their own "mini TCPAs" in recent years – including Florida, Washington, and Oklahoma – and it is anticipated that other states will continue to introduce their own state-level equivalents of the TCPA. These rules add even higher levels of scrutiny and restrictions with reduced legal calling hours, clarification around what type of call constitutes a "telephone solicitation", and thresholds governing how many call attempts to an individual is allowed in a 24-hour period.

What does this mean for your organization? The TCPA does not preempt state laws, so it is imperative that businesses monitor both the TCPA as well as these recently enacted **state calling laws** and similar laws that are pending in state legislatures

Avoid Cell Phone Lawsuits

As the lines between personal and business mobile phones blur with remote work, dual-use cell phones pose massive risk to organizations conducting outbound calling. In the case of **Chennette v. Porch.com Inc.**, plaintiffs Nathan Chennette and 50 other home improvement contractors argued that they have "residential [cell] phone numbers which [they] use in their home-based[] businesses," and that GoSmith Inc. (acquired by Porch.com, Inc. in 2017) sent 7,527 text messages to plaintiffs' cell phone numbers with an ATDS.

In their business model, defendants GoSmith, Inc. and Porch.com, Inc., sell client leads to home improvement contractors. The lawsuit details that GoSmith Inc. sourced information from Yelp.com, YellowPages.com, and BBB.org, and sent automated text messages to the phone numbers of over ten million home improvement contractors – including contractors who had cell phone numbers listed for their businesses.

All plaintiffs received more than one text message from GoSmith within a 12-month period without providing GoSmith their cell phone numbers or giving consent to receive text messages. Additionally, fifteen plaintiffs had numbers registered on the National Do-Not-Call Registry and received 2,754 text messages from GoSmith to their registered numbers.

It is vital to be aware that lead sourcing databases identify whether or not a phone number is on a DNC list, but this won't necessarily prevent your reps from calling it. A contact center operations admin must manually put these numbers into a Do-Not-Call bucket, but even this doesn't mean that your reps won't accidentally dial a number labeled DNC. While the information is there, it's up to each one of your salespeople if they use it or not. So why risk it?

Instead, with a compliance solution or failsafe process in place, your organization gains assurance that all calls violating DNC and TCPA requirements will be blocked.

Data Risk

With internal, wireless, state, and federal DNC lists, the reassigned number database, opt-outs, state holiday prohibitions, and state-of-emergency bans to keep up with, managing marketing compliance in-house is quite the undertaking. If that isn't enough, your organization can't forget about client-specific business rules such as frequency of outreach, or more nuanced controls like determination of residency using zip code versus area code.

If your compliance process is not done on a regular cadence, or in a centralized location, error in manual processing of these requirements or the time lapse between data change and data processing can result in costly penalties and brand damage.

For example, consider the complications associated with the Reassigned Numbers Database. Under the TCPA, consent applies to the consumer being called, not the actual phone number. This means that your organization will be held liable for contacting phone numbers for which they previously obtained consent to contact if the number has since been reassigned. To avoid calling reassigned numbers, your organization must consistently scrub your contact databases to identify these numbers and avoid penalties.

If this sounds complicated to manage, it's because it is. Utilizing a compliance solution that can conduct a reassigned number scrub and identify these numbers is the only way to mitigate your risk and avoid violations.

Instead of trying to navigate the myriad of constantly changing compliance regulations on your own, check out our [comprehensive marketing compliance checklist](#) to see all the ways your organization may be at risk of DNC and TCPA violations.

2: INVESTING IN A COMPLIANCE SOLUTION

Is your organization safe from costly fines and penalties that accompany all these compliance risks without a solution in place? Ensuring you have connectivity to a compliance platform across all internal and external calling platforms, whether dialer, phone systems, or cellular phones, can help mitigate risk for your organization. There are a variety of compliance solutions on the market that offer various degrees of protections, including:

- In-house systems
- List scrub services
- Automated, point-of-dial platforms

Regardless of device or access method used by your sales reps for outbound dials, a compliance solution will safeguard your team from DNC and TCPA violations. The right solution can help you:

- Prevent mistakes from inexperience or human error
- Minimize over-suppression of marketing contacts with custom controls tailored to your organization that improve your team's ability to sell
- Access full audit trails for peace of mind and ease of response

With a myriad of constantly changing state and federal DNC laws and TCPA regulations, read on for the top benefits that a compliance solution can provide for your organization.

Automate DNC and TCPA Compliance Regulations to Eliminate the Risk of Manual Error

A centralized, automated compliance solution can offer protection, safeguard consumer trust, and help increase revenue by eliminating over-suppression of valuable leads and outreach opportunities.

An automated solution gets in the path of every call your team makes to enable real-time, automated outbound call screening and blocking regardless of where calls are made or what type of device is used. Every phone number is screened against TCPA, state, federal, company-specific business rules, and other Do-Not-Call lists so you don't have to devote valuable time and resources trying to keep up with the ever-changing compliance landscape.

An automated solution will ensure compliance with:

- FCC Telephone Consumer Protection Act
- FTC Telemarketing Sales Rule
- Federal Do-Not-Call lists
- State Do-Not-Call lists
- Ported Wireless and Wireless Number Blocks
- Internal Do-Not-Call lists
- Robocall and ATDS restrictions

If you only want to contact a consumer once a week, this type of solution will also automate that frequency, allowing your organization to devote fewer resources to preference management, eliminate human error, and allow your team to focus on generating revenue with peace-of-mind.

Centralize Data Management and Auditing

Who is managing federal, state, and internal Do-Not-Call lists, and state-by-state holidays, call curfew, and state-of-emergency restrictions for your organization? What processes do you have in place to ensure all outbound dialers, in-office and remote, adhere to your compliance process?

If you are internally managing list-scrubbing and outbound call data without a centralized management system in place, your business is at increased risk of manual error and costly DNC and TCPA violations. You may even lack complete data reporting and a full, comprehensive audit trail for compliance – where years of calling information across your enterprise may be critical if ever faced with a consumer lawsuit.

If your organization makes outbound dials via cell phones, you will not have data to prove you tried to follow compliance restrictions if faced with a consumer lawsuit. To play it safe, a compliance solution with centralized data management and integrated call capture provides key reporting and indisputable audit trails for complete peace-of-mind from costly violation penalties.

In the event of a lawsuit, a complete compliance solution will provide a record of all data, including when a transaction occurred, how the call was treated and why, and if that contact is on federal or state Do-Not-Call lists. You can also access fully customizable reports for transparency into campaign, timeframe, sales rep, number of calls, talk time, average time/call, DNC blocks, DNC additions, and any configured result tags that your organization may need to evaluate.

By streamlining the process of outbound call compliance, this type of solution can also save your organization countless hours of manual auditing, and the fear that your internal processes will fail you.

Protect Your Company Without Prohibiting Business From Being Conducted or Slowing Down Revenue

A top-tier compliance solution will offer personalization and customizable, business-specific controls to safeguard your organization while you increase revenue.

To prevent over-suppression of contacts, a compliance solution should be able to take advantage of legal exemptions and data hygiene opportunities under the law. This may include customizations for:

- Express or implied consent
- Established Business Relationships (EBRs)
- Removal of state and federal DNC list records that have changed ownership
- Expiration of Opt-Out records legally
- Consumer preference management and “opt-down” panels

Manually applying real-time timebound restrictions, such as call curfew blocks to certain contacts, and removing contacts that have opted to be put on a Do-Not-Call list – all within a legal timeframe – can be both risky and tedious. Rather than risk human error or waste valuable resources manually honoring consumer protections, a compliance solution will simplify these processes.

Instead of worrying about compliance regulations and your brand reputation, leave it to the experts. A compliance provider will track the rules and update processes as needed, creating seamless integrations with disparate systems. Investing in the right solution allows you to tailor compliance to your organization with custom controls to improve your team’s outreach abilities, and to create end-to-end efficiencies in your overall work- and call-flow process.

Rather than build out large IT technology and risk management teams to update and scale your systems to meet the ever-changing, hyper-regulated compliance landscape, a provider will do all that on your behalf and work to ensure your compliance program is as solid, scalable, and unintrusive as possible.

3: FEATURES TO LOOK FOR IN A COMPLIANCE SOLUTION

Whether you are considering an investment in a compliance solution to automate processes, centralize data management and auditing, or safeguard your brand reputation, there are a handful of factors to consider when choosing the right solution for your organization.

Consider the following: What type of integrations does this solution require to sync with your CRM and current tech stacks? Can this solution ensure compliance for third parties making calls on behalf of your organization? Will this solution automate current in-house processes? Does this solution provide real-time call blocking for an extra layer of protection?

To help determine what type of compliance solution is right for you, here is a full list of features to consider:

- Outbound call screening from any phone, used anywhere
- Call recording with transcription and redaction of sensitive information
- Timeliness and accuracy of data
- Source of the data
- Processes for protection from both federal and state law
- Frequency controls and other timebound restrictions
- Company-specific rules and requirements
- Data processing requirements
- Process for managing internal opt-outs
- Processes for managing EBRs/exemptions
- Pre-Call Whispers for legal disclosures required by law
- Audit reporting and reporting trails
- Redaction to ensure privacy

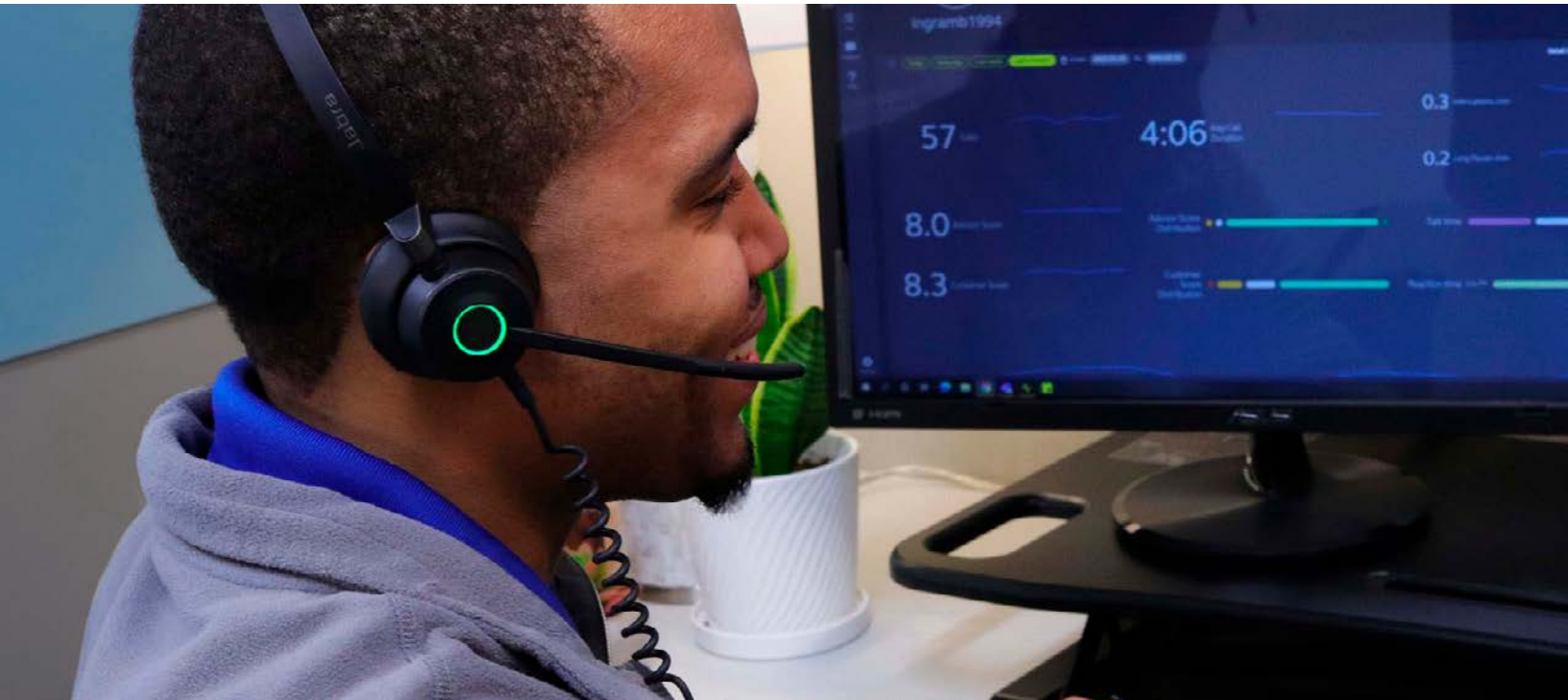
A top-tier solution will offer **Pre-Call Whispers**, or voice prompts from the system, to inform agents of required state-specific compliance disclosures required by law. This may entail “No Rebuttal” language allowed, “Permission to Continue” required, if the called party “Must be 18,” if the caller must divulge that called party has right to “Opt-Out” from future calls, or if the caller is calling an “All Party Consent” state.

LEARN MORE

These days, it feels like you need a full-time legal team to keep up with the ever-changing compliance landscape. Is it allowed? Is it forbidden? Stop wasting time and money trying to figure it out on your own.

Gryphon.ai’s real-time automated DNC and TCPA compliance platform delivers 100% warranted protection without over-suppressing legitimate contacts. The automated compliance platform checks every phone number at the point-of-dial against state, federal, and other Do-Not-Call registries, applies applicable exemptions, and blocks non-compliant calls automatically.

Contact (866) 665-2670 or sales@gryphon.ai to learn how Gryphon ONE can benefit your organization.



Hearing Care Central drives customer and agent engagement with Jabra Engage AI

EMBRACING AI TO DRIVE CONTACT CENTER PERFORMANCE

Hearing Care Central, a division of Saint Clair Communication, handles customer calls for Beltone across the USA, with its main contact center in Illinois handling all in-bound and out-bound customer communications using the Five9 platform.

Over the years Hearing Care Central has prioritized investment in its customer communications infrastructure, and its main contact center reflects this. Far from an identikit 'cubicle farm' setup, the main contact center has been specifically arranged to reduce background noise – addressing a common complaint from customers – to make it easier for everyone, particularly those with hearing difficulties, to enjoy clearer interactions.

A long-time Jabra customer, Hearing Care Central employs a range of Jabra noise-cancelling headsets, including the Jabra Engage 50, to ensure all of its customer calls are crystal-clear. As part of its continued performance success, it began to explore AI-enhanced options that would improve customer communications further, with customer experience (CX) at the forefront of its priorities.

Hearing Care Central chose the Jabra Engage AI solution for its performance-boosting ability to provide immediate customer sentiment analysis during live calls.

Whether at home or in the office, supervisors can use the solution to remotely monitor call progression and offer instant support to agents when needed, to ensure that every call is kept on track. And, because it provides valuable insights on customer communications, the Engage AI solution also enables Hearing Care Central to track sentiment over time, identifying customer experience KSPs for continued improvement and growth.

The Engage AI solution is based on thousands of hours of research. It analyzes over 6,000 parameters in our voices, measuring customer sentiment, agent tone and interruptions, as well as intonation and long pauses, all in real time. While it sounds complicated, the system is actually very simple to use, with easy to read symbols, graphs and notifications highlighting the key insights.

PROJECT AT A GLANCE

Hearing Care Central partnered with Jabra to deploy new voice analytics software with its Jabra headsets to boost employee performance and enhance the customer experience.

SOLUTION

Jabra Engage AI engagement platform

- Instant customer and agent sentiment feedback based on AI driven emotional insights
- Comprehensive view of agent engagement and performance
- Improved contact center performance and voice presence
- Easy to set up and integrate with leading contact center platforms
- Privacy ensured with no cloud or off-premises data processing

Jabra Engage 50 headsets

- The world's best professional digital corded headset*
- 3-microphone system with intelligent noise-cancellation for superior calls
- Rich call analytics for the business

Benefits

- Real-time call feedback to support agents and enhance learning
- Enables supervisors to pinpoint areas where additional support is required
- Reveals a more comprehensive picture using customer experience metrics gathered from every call
- Live insights increase contact center performance
- Enhances agent performance and engagement

ADVANCING CUSTOMER EXPERIENCE

Hearing Care Central has been utilizing the Engage AI solution with a group of 60 professionals in its Illinois contact center, where it has already seen demonstrable results from a quality perspective. The leadership team were firmly behind the adoption, driving engagement with a program of training and communication for contact center staff. Simple to deploy and privacy-safe, the solution is designed for easy user adoption, taking up minimal screen space with only a small informative widget visible on agent's monitors.

"The power of Engage AI is that it gives us an instant pulse check on our individual customer communications. Analytical data based on the perception of the caller and how our agent is speaking to them is a real win for us."

- Christopher McBride, Director of Contact Center Operations at Hearing Care Central

He goes on to explain, "Engage AI enables each interaction to be scored, so we can get a better understanding of how the customer is connecting with us, and how the engagement is working out."

The power of the tool is that if we need to take corrective action, we can intervene in real-time, to turn conversations around while the call is still in progress. Longer term, these call histories provide valuable insight for retrospective reviews and agent training, to further enhance our customer satisfaction."

McBride explains that any initial reservations he had about how perceptive the system would be proved unfounded, "A concern we had at the start was whether the solution would perceive representatives as rude or performing unsatisfactorily when they repeated information or talked more slowly for hearing impaired customers. This turned out not to be the case."

All new employees were trained on the software, with every subsequent training class proving better than before, as we were learning along the way while gaining immediate insights from the solution.

Our new employees can see their initial scores and how they adjust over time to help build an accurate, valid representation of their individual performance. We can use this information to work with our staff, correcting behaviors for continued performance improvement."

He goes on to qualify, “That’s why getting the hard data on call results is invaluable. After each call we can ask: Did we get an appointment for the customer to come in for a hearing evaluation? Has the call encouraged the customer to refer us to a friend because they had such a great experience with us? Hard data also helps us boost team morale and motivation, building engagement and buy-in with things like friendly contests, or rewards for staff that really go the extra mile.”

IMPACT ON CONTACT CENTER KPIS

Everyone in the contact center is now trained on Jabra Engage AI once they are hired, with user goals and metrics in place that the company has been perfecting over time. The contact center began seeing an immediate impact following installation of the solution, as the quality of individual calls and overall customer experience improved.

Hearing Care Central monitors customer experience via an in-depth dashboard which tracks a range of customer satisfaction KPIs. The resulting numbers really speak for themselves to show the positive impact the Engage AI solution has had on their customer service index scoring.

“In the last year since our contact center started using Engage AI, our business has experienced a 30% increase in booked appointments” comments Glen Otey, Owner, Alliance Hearing. “We couldn’t be happier with the results. Engage AI has really been a game change for our business.”

MAKING POST-CALL SURVEYS A THING OF THE PAST

On the subject of how the Engage AI solution has revolutionized customer feedback information, Christopher McBride states “I know most companies like to do post-call surveys but personally I can’t stand them, and I know many customers feel the same!”

“Jabra Engage AI gives us the power to see exactly what’s going on with each call in real-time and it takes a lot of the guess work out of quality assurance. We can see how each call is progressing with the overall picture visible on our dashboards, and thanks to an alarm set up we can quickly intervene if we need to, before we lose a customer. Post-call surveys have effectively become redundant, so we’ve stopped wasting time on them.”

TRANSFORMING RECRUITMENT, TRAINING, AND RETENTION

The professionals in McBride’s team feel empowered too.

The Engage AI solution is proving a powerful part of the company’s on-boarding and training, helping new staffers to get up to speed more swiftly. The real-time support available from supervisors during calls is invaluable, delivering more impactful on-the-job learning, than the post-call discussions used in previous training.

Once on board, Engage AI offers employees immediate feedback on their performance, identifying areas to focus on, with longterm performance evaluation accrued to help them build their careers. This provision of in-depth performance data enables staff to have valuable, factual coaching and development calls with supervisors. Since the on-call data is right in front of you, there’s no debate or disagreement about what’s happening on each call. Is the customer not interacting well with the contact center agent? How engaged is the agent on the call? What are the key points in the conversation, and what can be done to improve the operative’s tone of voice, their communication and how well they are connecting with the customers on these calls? This information means we can have much more meaningful development discussions and adjust staff behaviors accordingly.

McBride notes it’s even having an impact on staff recruitment:

“During the hiring process, applicants from other contact centers are considering joining us because they’re encouraged to see us using such a technologically-advanced product. I hear from folks that it’s just leaps ahead of the old school way of doing things – listening to a phone call and providing feedback at a later time – and they would love to have that technology where they work. It’s a real selling feature, and seeing candidates get excited about the technology helps us choose the right people who will really connect with our approach.”

It’s not just onboarding where the advantages of Jabra Engage AI have been noticed. And while staff retention remains a challenge for many contact centers, Hearing Care Central’s focus on agent performance and success has positively impacted its staff retention rate.

EMPLOYEES FEEDBACK

“Agent AI is like my personal coach, it keeps me aware of what’s going on and how I’m taking my calls”

“It’s a little reminder at the bottom of my computer screen to encourage me to keep going”

“It keeps me interacting with my customers on a positive level”

A COMPETITIVE ADVANTAGE

Christopher McBride comments “We also use the Jabra Engage AI solution as a demonstration of how progressive we are in terms of our technological innovation. The power and immediacy of realtime, quality information puts us firmly in the driving seat, making us stand out as leaders in comparison with more traditional contact centers, who still rely on listening to recorded calls. This is enabling us to ensure that we have our pick of the brightest and best staff to join – and develop a career – with us.”

FROM CONTACT CENTER TO CLIENT RELATIONSHIP CENTER – AND MORE

The focus on customer experience and enhanced relationships puts the contact center staff front and center of the organization’s performance. No longer contact center agents, McBride explains that the team has been internally repositioned as a client relationship team to reflect this shift in focus; “In hiring ads, we’ve removed all call center language from our ads, moving our focus towards patient relations specialists, as we now need to recruit a different type of candidate. With the team experiencing rapid growth, we’re able to get new hires up and running faster and use the Engage AI as part of their 90-day probationary evaluation.”

Expansion is on the cards too, with the client relationship center having recently moved to 24/7 operations and tripling the on-site headcount. The functionality of that department will be



developing over time, and as we work out what’s right for those types of support calls we can customize our Engage AI for their specific needs.”

McBride summarizes his overall impression of Jabra Engage AI’s impact on Hearing Care Central’s business by concluding,


“Our customer experience changed drastically by using the Jabra AI solution. I’ve been in call center management for 29 years and I’ve seen all kinds of quality improvement methods, and Jabra Engage AI is one of the most effective tools I’ve ever seen.”

Appendix





-  **Case Study: Glance Makes Customer Consultations Less Taxing for Intuit**
-  **eBook: Does your CX have a Human Connection Gap?**





-  **How AI is Transforming the Contact Center Experience**
-  **The Comprehensive Marketing Compliance Checklist for 2023**





-  **How to avoid automation and AI failure in the contact center**
-  **Achieving a customer-centric vs. agent-centric experience using automation and generative AI**





-  **Generative AI With Google Cloud CCAI Platform**
-  **Inner Circle Guide to Customer Engagement and Personalization**



-  **Unlocking the True Power of the Contact Center in 2023 & Beyond**
-  **The Future of Work & Employee Experience**



-  **Embracing the Power of Personalization**
-  **Connect without Barriers**

2023 Editorial Calendar

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Customer Contact Industry Review

MAY

**Generative AI & Chatbots For
Customer Contact**

JUNE

CX Trends, Challenges & Opportunities

AUGUST

**CCW Nashville Presents: Modernizing
Service Experiences With AI & Digital**

SEPTEMBER

Contact Center of 2030

NOVEMBER

Future of the Contact Center

FEBRUARY

Strategic Planning For CX Operations

February 9-11, 2023

APRIL

State Of Contact Center Technology

April 6-8, 2023

MAY

**New Standards For Customer Contact
Performance**

May 25-27, 2023

JULY

**Modernizing Service Experiences With
AI & Digital**

July 20-22, 2023

SEPTEMBER

**Customer Experience Trends,
Challenges And Innovations**

September 14-16, 2023

OCTOBER

Business Continuity 2.0

October 26-28, 2023

DECEMBER

**Future Of The Contact Center:
A Forecast**

December 14-16, 2023

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