

Contact center

Theoretical background for using Daktela V6

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1. Introduction

This document contains basic description of terminology and processes of standard contact center for the purpose of using Daktela V6. The following description is a theoretical base for individual system components design.

2. Basic contact center description

The basic objects relevant to the contact center operations are:

- **Agent** – Employee or a cooperating person of contact center handling individual customer requests and directly communication with customer.
- **Customer** – Person communicating with contact center remotely.
- **Channel** – Describes means of contacting the contact center by customer. The channels re primarily phone call, web chat, SMS chat, email and others. In common terminology the term “multichannel” describes a solution which can handle several channels at the same time. Along with this the term “omnichannel” extends the term “multichannel” by integrating all channels into one logic. In practice it’s important for the customer to have consistent experience with contacting customer care for the contact center to be “omnichannel”.
- **Interaction** – Describes the existence of one communication thread no matter the communication channel. One interaction may be one thread of phone call, one thread of webchat communication etc.
- **Activity** – Describes real activity of agent on specific interaction, including work related to the interaction.
- **Processing** – Describes connecting of agent directly to the interaction. In common telephony terminology this is also described as “channel”.
- **Queue** – Describes direction or interaction group which are handled in the same way and by one functional part of customer care.

During communication with contact center the interactions are usually split by directions in which the communication is handled. This division is often practically realized using physical separation of contact center departments, whereas each direction usually requires different agent skillset.

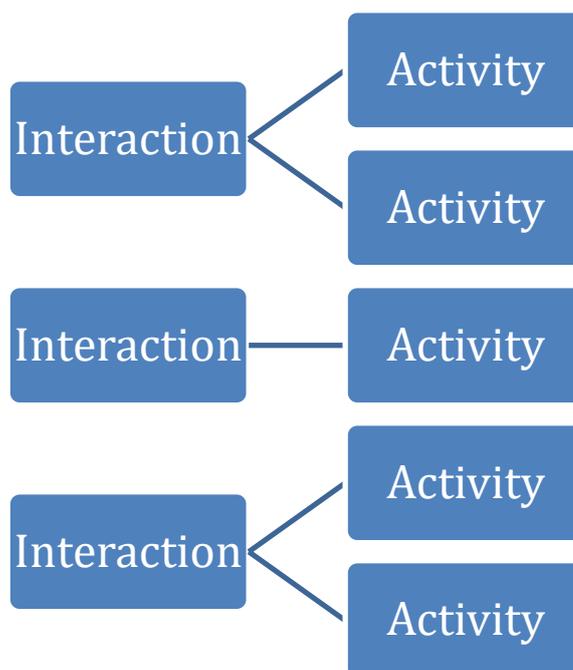


Image 1 – Example of relations between interaction and activity

2.1. Outbound interactions

Outbound traffic usually consists of telesales agents (telemarketing) or calling the customer base with some information. During the calls the following activities are usually present:

- **Cross-selling** – selling of another product on current customer base
- **Up-selling** – promoting more expensive alternative of currently used product or service
- **Lead generation** – during the interaction the task for the agent is to find potential for further customer processing

For lead generation the **doubletouch** method might be used. This method consists of dividing the sales process into two different agents (and two interactions). During the first one the goal is to find potential for selling product of the customer, which is usually handled by generic contact center agent. The second interaction is handled by specialized salesman and usually directly sells the product or service to the customer.

Customer acquisition within outbound activity has several phases, which might differ based on the goal of the specific campaign:

- **Prospect generation** – During the interaction the goal is to find potential for further sales activity without specifying product offer
- **Lead generation** – During the interaction the goal is to offer specific product and in case of interest the contact is then handed over to the sales department or partner.
- **Contract closure** – The goal of the interaction is directly signing the contract between company and customer.

As for the telesales activity the campaigns are separated by the lead quality:

- **Cold contacts** – Describes contact base which have not yet been contacted. The answer rate is usually quite low, which requires technology able to handle large volume of calls.

- **Warm contacts** – Describes contact base which has gone through some acquisition processes, nevertheless there has not been any specific interest for the sale to be considered highly probable.
- **Hot leads** – Describes contact base which actively presented interest of product and has usually high success rate, whereas in many cases the goal is to only finalize some specifics of the sale. Nevertheless, many of the cases require extensive sales activity within the interaction.

Outbound calling of campaigns is realized using some type of automatic dialing using the **dialer** function:

- **Preview dialer** – Defines mean of calling, where the contact is manually loaded, prepared for, called and completely manually evaluated and saved.
- **Progressive dialer** – Defines mean of automatic dialing, where the campaign record is automatically presented to the agent before the calling itself, after defined delay the record is automatically called and in case of unsuccessful connection automatically closed with relevant evaluation. In case of successful connection with the customer the record has to be manually processed.
- **Predictive dialer** – Defines mean of dialing where the dialer automatically dials several calls per each agent based on statistic values. When the call is answered by the customer, it is automatically assigned to available agent. This dialing counts on the fact that less than 50% of the calls are actually answered.

2.2. Inbound interactions (inbound)

Inbound interactions is realized in simple but different ways in practice. The main approach involves the division of agents according to so-called skills, which express the agent's ability to handle a certain traffic on a specific channel. In a typical contact center, basically from the smallest range, an agent usually always has a combination of several skills.

The individual skills are divided in inbound traffic as follows:

- **By channel** – An agent's ability to maintain certain channels (web chats, calls, ...) is usually determined by his verbal ability..
- **By function** – The client can contact the contact center with different requirements, which are usually divided into service (existing client) and sale (new client). These two main categories require different skills from the agent, because in the case of a service the main task of an agent is to maintain a client, in the case of a sale, the goal is to activate a new client, which requires rather sales skills.
- **By project** – In the contact center several projects can be run in parallel with allocated agents.

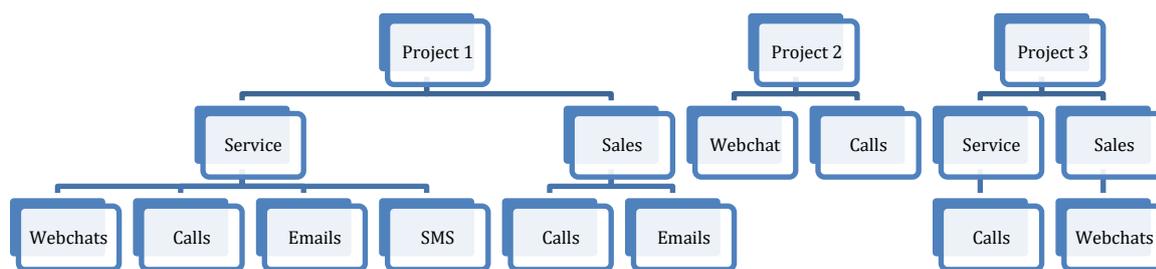


Image 2 - Example for the combination of skills in an inbound contact center

The skill set of a particular agent is always determined by a combination of the above-mentioned parameters. There are always more such combinations in a regular contact center. In some cases, standardization according to the role of the agent is possible, sometimes the combination is strictly individual, and each agent is unique in this regard.

If this environment is characterized by the parallel occurrence of several completely different skills, usually by the existence of several parallel projects, which are composed in a very varied way among agents, we are talking about the so-called **multiskill environment**. The above-mentioned principle is called **skill-based routing** in practice. In more complex operations, there is also a feature called competence routing, which indicates different priorities of agents according to their skill level, for example, that new customers are primarily handled by senior salespeople, and then interactions are directed to junior agents. If customer base segmentation is available, it is also common to direct key customers to senior agents.

2.2.1. Distribution matrix

In multichannel environment it is necessary to define configuration of activity parallelization according to individual types of channels in case of multiskill combination of several communication channels for one agent. This is usually done using the distribution matrix tool. The matrix defines the relationship between the channels and the maximum number of activities that can be directed to the agent.

The rows of the sample matrix below show the metric "Numbers of open activities". The metric "Accept new activity" is set in the columns of the matrix. The sample matrix looks like this:

Open \ Accept	Call	Web chat	SMS chat	Messenger
Call	0	1	1	1
Web chat	1	2	1	2
SMS chat	2	1	1	1
Messenger	1	2	2	1

The above matrix is interpreted as follows:

- The agent will accept an incoming call if he has a maximum 0 open calls, a maximum 1 open web chat, a maximum 2 open SMS chats and a maximum 1 open Messenger chat
- The agent will accept an incoming web chat if he has a maximum 1 open call, a maximum 2 open web chats, a maximum 1 open SMS chat and a maximum 2 open Messenger chats
- The agent will accept an incoming SMS chat if he has a maximum 1 open call, a maximum 1 open web chat, a maximum 1 open SMS chat and a maximum 2 open Messenger chats

- The agent will accept an incoming Messenger if he has a maximum 1 open call, a maximum 2 open web chats, a maximum 1 open SMS chat, and a maximum 1 open Messenger chats

If the agent doesn't meet the above conditions then the call or web chat willn't be routed to the agent and will be further routed according to the distribution strategy.

2.3. Other terminology

Further terms are listed in the following terminology table in alphabetical order:

Term	Explanation
Abandoned interaction (abandon)	The interaction was abandoned (or hung up) by the customer before being picked up by the agent.
Automated Speech Recognition (ASR)	he technology enables the customer to be operated in an automated way using voice navigation.
Blending	The way of working is characterized by simultaneous operation of incoming and outgoing traffic.
Busy Hour Call Attempts (BHCA)	The metric expresses the maximum parallel load of the contact center by the number of interactions that serve as the basis for the correct dimensioning of the application's performance resources.
Callback	Process activity in which the customer is called by the contact center in case of unsuccessful connection by the customer.
Computer Telephony Integration (CTI)	The term for an integrated solution directly into the information systems that the agent uses in normal operations. It usually occurs in the form of a CTI bar or CTI panel .
Co-browsing	A technological way of displaying the same information at the same time, especially in terms of web browsing, for both customer and agent.
Customer Relationship Management (CRM)	Process approach and designation of information system used for customer relationship management.
Erlang	The unit is calculated as the number of hours the telephony works per hour.
Expected Wait Time (EWT)	The time information represents the expected waiting time for the agent to serve when the customer initiates the interaction.
First Call Resolution (FCR)	A case where the request is fully processed during the first interaction with the customer and there's no need to conduct further communication to resolve the request.
Idle state	Agent status indicates readiness to handle interactions, but without currently active activity
Interactive Voice Response (IVR)	Voice-guided navigation system controlled by phone keypad or other input device.
Key Performance Indicator (KPI)	A common name for a group of metrics that are used to make managerial decisions and evaluate the activity or to make the description of a functional unit.
Nuisance call	Any unsolicited call interaction that consumes contact center resources.
Ready state	Agent status indicates readiness to handle interactions.

Screen pop	The behavior causes the automatic opening of external application when an incoming interaction is received.
Service Level Agreement (SLA)	A common name for the minimum quality of service required, either guaranteed as a contractual requirement or internally through goal setting.
Text-to-speech	The solution allows to convert text inputs into voice form.
Speech-to-text	The solution enables automatic transcription of voice interactions into text form for further analysis and processing.
Wallboard	The contact center solution component serves for a comprehensive presentation of current and immediate contact center operational information, typically displayed on a television screen in the contact center.
Workforce Management (WFM)	The discipline is dedicated to capacity planning and capacity management in the contact center.
Workforce Optimisation (WFO)	The system for automatic optimization of capacity planning works on the basis of statistical calculations emanating from a previous operations.

3. Statistical metrics

The following text serves for a general description and normalization of the metrics commonly used in a contact center. The description is shown mainly on objects such as interaction (red), activity (blue) and processing (green). For outbound directions, the duration of the customer's connection to the interaction is also indicated (orange). An illustrative examples are used for a clearer description.

The following metrics are used in the examples below:

Metric	Abbreviation	Description
Handling Time	HT	The amount of time an agent handles this interaction.
Interaction Duration (Call Duration)	ID (CD)	The length of interaction.
Waiting Time	WT	The amount of time the customer was waiting for a connection with an agent for incoming calls.
Ringling Time	RT	The amount of time the agent or the system waited for connection with customer.
After Interaction Work (After Call Work)	AIW (ACW)	The time after interaction processing when the agent performs operations related to handling this interaction.
Before Interaction Work (Before Call Work)	BIW (BCW)	The time before interaction processing when the agent performs operations related to handling this interaction.
Talk Time	TT	The agent's interaction time (time spent handling interactions).
Interaction Count	CNT	The total number of interactions.

The following metrics are derived from the basic metrics above and serve as an overview of the abbreviations in the following examples:

Metric	Abbreviation	Description
Average Handling Time	AHT	The average length of handling interactions.

Total Handling Time	HT_{TOTAL}	The total handling time for all interactions.
Average Interaction Duration (Average Call Duration)	AID (ACD)	The average duration of interactions.
Maximum Interaction Duration (Maximum Call Duration)	ID_{MAX} (CD_{MAX})	The maximum duration of interaction.
Total Interaction Duration (Total Call Duration)	ID_{TOTAL} (CD_{TOTAL})	The total duration of interaction.
Average Waiting Time	WT_{AVG}	The average waiting time for agent interaction.
Maximum Waiting Time	WT_{MAX}	The maximum waiting time for agent interaction.
Total Waiting Time	WT_{TOTAL}	The total waiting time for agent interaction.

3.1. Incoming interactions

The following is an example of an inbound interaction when the agent doesn't fill in any call information, so there is no reason to display the activity window after the end of the interaction.



- Point t_A = the incoming interaction (call) enters a queue, the interaction object is created
- Point t_B = the agent accepts an interaction, the agent activity and the processing arise at the same time
- Point t_C = the interaction has completed by the agent or customer, the interaction, activity and the processing cease to be performed

In the above example, the following formulas apply to calculate metrics:

$$WT = t_B - t_A$$

$$RT = 0$$

$$HT = t_C - t_B$$

$$ID = t_C - t_A$$

$$WT = 0$$

$$BIW = 0$$

$$AIW = 0$$

3.2. Incoming interactions with a form

The following is an example of an inbound interaction, after the interaction the agent fills in the form regarding the content of that interaction.



- Point t_A = the incoming interaction (call) enters a queue, the interaction object is created
- Point t_B = the agent accepts an interaction, the agent activity and the processing arise at the same time
- Point t_C = the interaction has completed by the agent or customer, the interaction, activity and the processing cease to be performed
- Point t_D = the activity has completed by the agent after completing the form

In the above example, the following formulas apply to calculate metrics:

$$WT = t_B - t_A$$

$$RT = 0$$

$$HT = t_D - t_B$$

$$ID = t_C - t_A$$

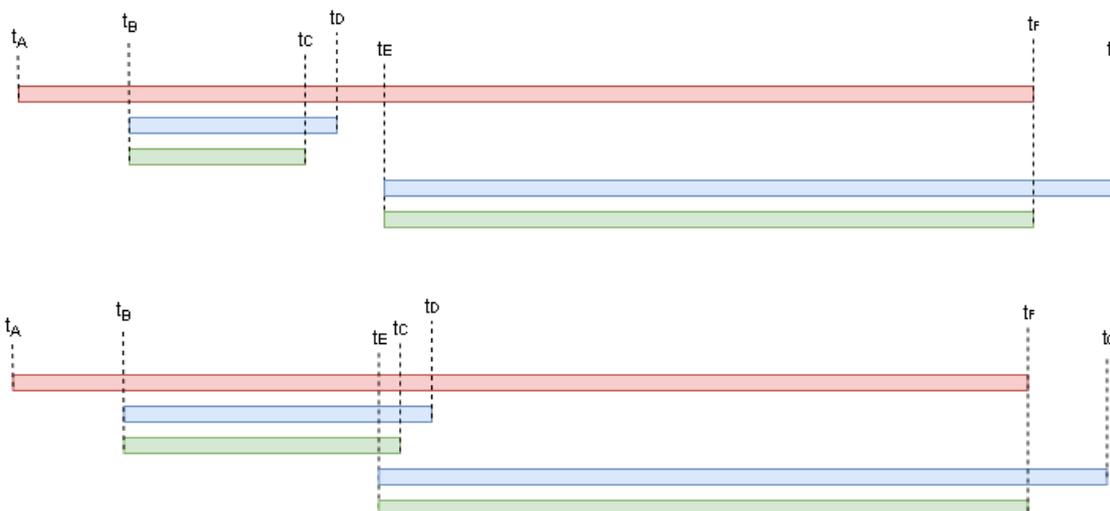
$$TT = t_C - t_B$$

$$BIW = 0$$

$$AIW = t_D - t_C$$

3.3. Incoming interactions with a Form and Switching

The following is an example of the situation in the queue, when the form is set up, and therefore it is necessary to perform operations regarding interaction even after its finishing and at the same time the call is transferred to the another agent.



- Point t_A = the incoming interaction (call) enters a queue, the interaction object is created
- Point t_B = the agent accepts an interaction, the agent activity and the processing arise at the same time
- Point t_C = the interaction transfers to other agent, the original agent processing ceases
- Point t_D = the original agent completes activities after finishing the interaction, the original agent activity ceases
- Point t_E = the interaction is initiated by a new agent, the new agent activity arises

- Point t_F = the interaction has completed by a new agent or customer, the new agent processing and an interaction cease
- Point t_G = the new agent activity has completed after finishing the interaction, the new agent activity ceases

In the above example, the following formulas apply to calculate metrics:

$$WT = t_B - t_A$$

$$RT = 0$$

$$HT = (t_D - t_B) + (t_G - t_E)$$

$$ID = (t_C - t_B) + (t_F - t_E)$$

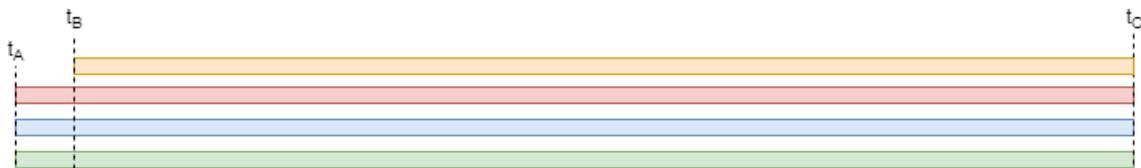
$$TT = (t_C - t_B) + (t_E - t_C)$$

$$BIW = 0$$

$$AIW = (t_D - t_C) + (t_G - t_F)$$

3.4. Outbound interactions

The following example illustrates an outbound interaction when the agent doesn't fill in any call information.



- Point t_A = the outgoing interaction (call) is created in the queue, the interaction object, activity and the processing arise
- Point t_B = the customer accepts an interaction
- Point t_C = the outgoing interaction has completed, the interaction object, activity and the processing cease

In the above example, the following formulas apply to calculate metrics:

$$WT = 0$$

$$RT = t_B - t_A$$

$$HT = t_C - t_A$$

$$ID = t_C - t_A$$

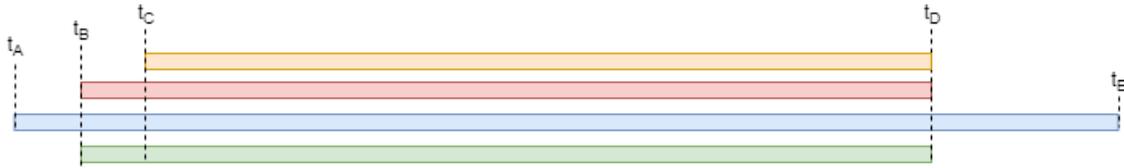
$$TT = t_C - t_A$$

$$BIW = 0$$

$$AIW = 0$$

3.5. Outbound interactions with a Form

The following is an example of an outbound interactions that the agent displays before interaction, views the customer information, and fills in the new data after finishing the interaction.



- Point t_A = the agent uploads record, the activity is created
- Point t_B = the agent initiates an interaction, the interaction object and the processing arise
- Point t_C = the customer accepts an interaction
- Point t_D = the interaction has completed by the agent or customer, the interaction object and the processing cease to be performed
- Point t_E = the agent activity has completed after finishing the interaction, the agent activity ceases

In the above example, the following formulas apply to calculate metrics:

$$WT = 0$$

$$RT = t_C - t_B$$

$$HT = t_E - t_A$$

$$ID = t_D - t_B$$

$$TT = t_D - t_B$$

$$BIW = t_B - t_A$$

$$AIW = t_E - t_D$$

3.6. Outbound interaction with a Predictive Dialer

The following is an example of an outbound interaction which is initiated by a predictive dialer, then the outbound interaction is connected with the customer and allocated to the available agent.



- Point t_A = the interaction is initiated by a predictive dialer, the interaction object is created
- Point t_B = the customer accepts an interaction
- Point t_C = the agent accepts an interaction, the agent activity and the processing arise
- Point t_D = the interaction has completed by the agent or customer, the activity and the processing cease
- Point t_R = the agent activity has completed after finishing the interaction, the agent activity ceases

In the above example, the following formulas apply to calculate metrics:

$$WT = t_C - t_B$$

$$RT = t_B - t_A$$

$$HT = t_E - t_C$$

$$ID = t_D - t_A$$

$$TT = t_D - t_C$$

$$BIW = 0$$

$$AIW = t_E - t_D$$

3.7. Aggregation functions

The following is an example how to calculate aggregate metrics.

$$AHT = \frac{\sum_{i=0}^{CNT} HT}{CNT}$$

$$HT_{TOTAL} = \sum_{i=0}^{CNT} HT$$

$$AID = \frac{\sum_{i=0}^{CNT} ID}{CNT}$$

$$ID_{TOTAL} = \sum_{i=0}^{CNT} ID$$

$$WT_{AVG} = \frac{\sum_{i=0}^{CNT} WT}{CNT}$$

$$WT_{TOTAL} = \sum_{i=0}^{CNT} WT$$

3.8. Service Level and Occupancy

There are two basic metrics for capacity planning management:

- **Service Level** – the ability for the contact center to handle the many interactions that are directed to the contact center. The basic parameter for the metric is **Service Level Threshold**, which indicates the maximum number of seconds a caller can wait in a queue before connecting to an agent. The parameter **Abandon Threshold** is sometimes used for metrics, which indicates the number of seconds before they enter the queue, basically these are extra short calls that the call center couldn't even pick up theoretically. However, these calls don't affect calculation metrics in some calculations, so it is only reported as an absolute value. Service level is defined as the percentage of calls answered within a predetermined number of seconds. For example, if the service level is 80/20, then the contact center are striving to answer 80% of all interactions within 20 seconds from they enter the queue.
- **Occupancy** – is defined as the current occupancy of contact center agents.

Both metrics are in percentages and are closely related. Using their values, you can quickly estimate errors for the capacity planning in a contact center and then adapt the traffic. Typically, metrics are inversely proportional, that is as one metric decreases, the other increases and vice versa. But there are cases where this ratio doesn't apply, so you can determine the traffic type that the contact center performs. Hypothetically ideal values are 100% Service Level and 100% Occupancy, which is completely

unreachable in practice, first of all, because of the ratio between the two metrics, but also because of the financial constraints, or SL pushing above values of about 90-95% show cost inefficiency.

The following table provides an approximate interpretation of the metric values:

Service Level	Occupancy	Interpretation
Grows	Falls	Contact Center handles incoming interactions better and better, so agents are getting less busy.
Falls	Grows	Contact Center handles incoming interactions worse and worse, so agents are getting more busy.
Grows	Falls	Contact Center handles incoming interactions better and better, but at the same time agents are getting more busy. This status indicates the nearness to the ideal capacity planning.
Falls	Falls	Kontaktní centrum stíhá odbavovat příchozí interakce stále hůře, ale současně jsou agenti čím dál méně vytíženi. This status indicates burst incoming traffic, when interactions are routed in waves to the contact center and all agents are fully occupied and consequently interactions isn't directed to the contact center, so the agents aren't busy.

The following input data is used to calculate metrics:

Metric	Abbreviation	Description
Interactions count	CNT	The total number of interactions that are routed to the contact center
Interactions answered	ANSWR	The total number of answered interactions
Interactions answered within Service Level Threshold	ANSWR _{SLT}	The total number of answered interactions that were waiting for an agent connections less than the Service Level Threshold time
Interactions abandoned	ABN	The total number of interactions that were abandoned
Interactions abandoned within Abandon Threshold	ABN _{AT}	The total number of abandoned interactions that were waiting for connections less than the Abandon Threshold time
Interactions abandoned within Service Level Threshold after Abandon Threshold	ABN _{SLT}	The total number of abandoned interactions that were waiting for connections less than the Service Level Threshold time but more than Abandon Threshold time
Agents count	AGNTS	The total number of agents that were in the Ready State during the reporting period
Idle time	t _{IDLE}	Time during which the agent isn't able to actively handle any activity
Ready time	t _{READY}	Time during which the agent is able to actively handle the activity

There are several theoretical options for calculating Service Level metrics, and each has its own disadvantages.

The following metric calculation is based on the assumption that customer-initiated interaction without agent pickup before Service Level Threshold time don't affect the entire metric in any way:

$$SL_{SLT} = \frac{ANSWR_{SLT}}{(CNT - ABN_{AT} - ABN_{SLT})} * 100$$

The same result can be achieved by reformulating the equation to the following form:

$$SL_{SLT} = \frac{CNT - (ANSWR - ANSWR_{SLT}) - ABN}{CNT - ABN_{AT} - ABN_{SLT}} * 100$$

The second calculation option considers interactions without an agent pickup with a time shorter than the Service Level Threshold as the interaction that picked up by the agent, and they have a positive impact on the metric:

$$SL_{SLT} = \frac{(ANSWR + ABN) - [(ANSWR - ANSWR_{SLT}) + (ABN - ABN_{AT} - ABN_{SLT})]}{ANSWR + ABN} * 100$$

The same result can be achieved by reformulating the equation to the following form:

$$SL_{SLT} = \frac{ANSWR_{SLT} + ABN_{AT} + ABN_{SLT}}{ANSWR + ABN} * 100$$

The total Service Level without the influence of the Service Level Threshold parameter can be calculated by the following equation:

$$SL_{TOTAL} = \frac{ANSWR}{ABN - ABN_{AT}} * 100$$

The relationship between the Total Service Level and the Service Level with the influence of the Service Level Threshold Parameter indicates the Customer Patience to wait for contact with the contact center agent and is the basis for eventual implementation of callbacks on the given skill.

The following formula applies for the Occupancy calculation:

$$OCC = \left(1 - \frac{t_{IDLE}}{t_{READY}}\right) * 100$$

In multichannel / omnichannel solutions, theoretically, the formula for calculating occupancy can be customized as a share of the total duration of the agent's activity to the maximum duration of the agent's activity that the agent could achieve. In practice, however, it is very difficult to determine the appropriate combination of a distribution matrix to calculate the maximum achievable duration of activities as well as the highly questionable benefits of such a calculation..

3.9. Customer satisfaction

Regarding Contact Centers 2 basic metrics are used to measure Customer Satisfaction. These are Customer Satisfaction (CSAT) and Net Promoter Score (NPS). CSAT is a key metric for measuring customer satisfaction with the provision of a service, a product or in general, for example, with support. NPS (Net Promoter Score) is a metric for measuring customer loyalty to a company or service.

The difference between CSAT and NPS is best illustrated by the way we ask the customer for measuring:

- „How satisfied were you with the service?“ / „How would you rate your overall satisfaction with the provided phone support for the product you purchased?“ are questions for CSAT measuring
- „How likely are you to recommend the service to friends?“ is a question for NPS measuring

The metric CSAT is used a narrow scale of several options usually (for example 5) for measuring customer satisfaction. These options determine directly how satisfied the customer was with the

service. The goal of CSAT score is to measure an immediate reaction to a specific interaction, product or event, however CSAT doesn't describe a long-term customer-company relationship. For measuring CSAT it is first determined which choices determine a satisfied customer, and then their share in the total database of collected data will be calculated. In general, the calculation looks like this:

$$CSAT = \frac{CNT_{CSAT+}}{CNT_{CSAT}}$$

The following variables are defined in the above formula:

- CNT_{CSAT+} is the number of ratings that can be tagged as satisfied customers
- CNT_{CSAT} is the number of all ratings received so far

For example, for options 1-5 (1 = very dissatisfied, 2 = dissatisfied, 3 = neutral, 4 = satisfied, 5 = very satisfied) the calculation looks like this:

$$CSAT = \frac{CNT_{CSAT_{4-5}}}{CNT_{CSAT}}$$

The NPS metric is much more specific in terms of scale definition. The rating always ranges from 0 to 10, and then the following groups are ranked according to individual score:

- 9-10 are called Promoters and are considered likely enthusiastic customers, when a customers are loyal to a service, product or company who will stay for a long time.
- 7-8 are called Passive and are considered likely satisfied customers without much enthusiasm for a particular service, product or company
- 0-6 are called Detractors and are considered likely dissatisfied or an unhappy customers who may share a negative experience with others.

The formula for calculating the NPS metric is as follows:

$$NPS = \frac{CNT_{PROM}}{CNT} - \frac{CNT_{DET}}{CNT}$$

The following variables are defined in the above formula:

- CNT_{PROM} is the number of ratings that falls under the Promoters category
- CNT_{DET} is the number of ratings that falls under the Detractors category
- CNT is the number of all ratings received so far

When evaluating a customer's interactions with a contact center, CSAT metrics analysis is usually done through automatic interaction with a certain delay. It may be for example:

- The automatic evaluation call initiated after a certain time after finishing a call
- The automatic evaluation call initiated after a certain time after Case Closing (order, service request, etc.)
- Automatic call routing to the IVR after finishing a call
- Automated SMS with ratings will be sent after a certain time after finishing a call
- Automated emails will be sent after a certain time after Case Closing (order, service request, etc.)
- The displaying of rating scale after finishing a web chat
- The displaying of rating scale in the footer of an email

NPS rating can also be made after finishing an interaction or Case Closing however a long-term purpose has to be taken into account when creating your NPS. Therefore, it is typically implemented, for example, as a supplement to the CSAT metric.

4. Conclusion

The main purpose of the document is a general description of the basic functional units of a standard contact center to provide background when designing and using Daktela V6 application. The document also includes a theoretical basis for calculating individual statistical metrics which are used for the practical scheduling for call center operations and managerial decision making process.