Interaction Logic™
– From Transactions to Value Flows

Why customer interaction is becoming a strategic value driver — and why logic, not technology, is the real transformation.

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Key Definitions

Interaction Logic™

Wecall's perspective on how value emerges, moves, and transforms through customer interactions when they are understood as connected flows rather than isolated events.

Interaction Economy™

A broad conceptual framework describing how customer intent, organizational capability, and business outcomes intersect within the modern interaction landscape.

Fragmentation Cost™

The combined negative impact of handoffs, delays, system boundaries, information gaps, and context shifts across a chain of interactions.

Interaction Competence™

An organization's ability to understand, interpret, and act effectively in modern customer interactions where humans and AI work together.
The concept includes judgment, contextual awareness, prioritization, relationship capability, and the ability to create value in the moment—even when conditions are uncertain.

Executive Summary

Customer interactions are undergoing one of their fastest transformations in decades. AI, automation, real-time data, and shifting customer expectations are reshaping the contact center from a cost-oriented support function into a strategic engine of insight.

Yet one thing is often missing from the industry discussion:
the underlying logic.

Technology does not automatically change how value is created.
It merely reveals where the old logic fails.

The transformation is therefore not primarily technical.
It is **logical**.

Organizations must shift from viewing customer contacts as transactions to be handled, to viewing them as **interactions that carry value**.

When interactions are understood as **value flows**, not isolated incidents, everything changes:
- how performance is measured
- how work is organized
- how decisions are made
- how systems are designed
- how value is created

This white paper introduces **Interaction Logic™**, a way of understanding customer interactions as strategic flows of value — rather than operational volumes.

Wecall offers this perspective to help frame a global discussion that has so far been driven more by technology hype than by structural understanding.

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1. Introduction
— An Industry at a Turning Point

The traditional contact center was built on a transaction logic:

- minimize handling time
- optimize queues
- reduce cost per contact
- manage large volumes efficiently

This logic made sense when interactions were repetitive, standardized, and primarily viewed as cost.

Looking ahead to 2025–2030, we see a very different reality:

- customer issues are more complex
- AI handles routine inquiries
- interactions span more channels than ever
- organizations depend on real-time insight
- customer expectations accelerate faster than models evolve

The old logic no longer explains value.
It does not capture risk.
It does not reflect the real dynamics of modern interactions.

A new logic is needed.

Market Context 2025–2030

Our thesis is not a niche idea. It reflects a market that is already accelerating.

- **CCaaS (Contact Center as a Service)** is projected to grow globally from approx. **USD 5.8–7.4 billion (2024)** to approx. **USD 17.1–17.3 billion (2030)**.[1][2]
- The **Customer Experience Management (CXM)** market is projected to grow globally from approx. **USD 22.4 billion (2025)** to approx. **USD 51.1 billion (2030)**.[3]
- **Generative AI** is already an early breakthrough in contact centers and is accelerating automation, operational efficiency, and self-service.[4][5]

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[1] **Grand View Research (2024).**
Contact Center as a Service Market Size, Share & Trends, 2024–2030.

[2] **TechSci Research (2024).**
Global Contact Center as a Service Market, Forecast to 2030.

[3] **Mordor Intelligence (2025).**
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[4] **McKinsey Global Institute (2023-06-14).**
The economic potential of generative AI: The next productivity frontier.

[5] **McKinsey & Company (McKinsey Direct) (2024-04-26).**
Gen AI in customer care: Early successes and challenges.

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2. The Traditional Model:
Transaction Logic

In a transaction mindset, every contact is treated as a discrete event.
Measurement focuses on:
- volume
- time
- categorization
- SLA levels

Three core limitations follow:

Activity is measured, not outcomes.
A fast response is not the same as a good result.

Value becomes invisible.
When everything is measured in minutes, interactions appear as cost units rather than
value-carrying moments.

Fragmentation increases.
Responsibility, information, and workflows fall into silos.

Transaction logic delivers operational efficiency — but no strategic advantage
in a world where interactions increasingly determine business outcomes.

3. The New Model:
Interaction Logic™

The Core Idea

Customer contacts should not be viewed as separate events.
They are value-bearing interactions moving through the organization.

This reframing changes how interactions are understood, prioritized, and managed.

Principle 1 — The Interaction as the Smallest Unit of Value

A call, email, or chat message is not merely a data point.
It is a **contact point** where:
- something important happens
- relationships strengthen or weaken
- insights emerge
- risk is managed
- business is secured

This is where the organization meets real life.

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Principle 2 — Value is Created Through Context, Not Functions

Fragmented organizations create fragmented experiences.

Value emerges when interactions:
- are placed in the right context
- move without unnecessary friction
- are prioritized correctly in real-time

This represents a shift from:
- functions → connected flows
- silos → shared context
- individual heroics → system capability

Principle 3 — The Hidden Burden: Fragmentation Cost™

More value is lost **between** interactions than within them.

Fragmentation Cost™ appears as:
- delays
- rework
- information loss
- missed opportunities
- customer churn
- operational risk
- internal stress

Few organizations attempt to measure this, yet it is one of the most significant forces shaping customer experience and business outcomes.

Interaction Competence™ — The Human Capability in an AI-Driven World

As technology automates the repetitive,
the human role moves **upstream** in the value chain.

This demands a new organizational capability: **Interaction Competence™**.

Interaction Competence™ includes the ability to:
- understand the customer's underlying intent
- navigate systems, situations, and contexts
- make informed judgments balancing rules, relationships, and impact
- create value in the moment, even under uncertainty
- use AI as a support — not a substitute

It is a capability that emerges when humans and technology work together.
Not through more systems, but through better understanding of flow, context, and consequence.

In future customer interactions, Interaction Competence™ is a strategic core asset.

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4. AI Amplifies the Logic
— It Does Not Replace It

AI does not change how value is created.
AI exposes where value is lost.

With AI:

- simple inquiries disappear
- complex inquiries increase
- real-time steering becomes essential
- data flows become central
- broken processes surface faster
- Fragmentation Cost™ increases in impact
- customers' personal AI agents reshape expectations

Without Interaction Logic™, AI becomes sophisticated duct tape applied to outdated logic.

Why the Shift Is Accelerating Faster Than Expected

Three forces accelerate the transition:

1. **AI increases complexity rather than reducing it.**
2. **Customer expectations rise faster than operating models evolve.**
3. **Organizations require real-time insight to steer the business.**

Together, they turn a future scenario into a strategic now.

Optichannel is a surface — not the full answer

By optichannel, we refer here to an approach for selecting and combining channels based on situation and need. International standards such as **ISO 18295** (customer contact centres) and **ISO 10002** (complaints handling) describe important practices and requirements, but they do not in themselves explain why some interactions become value-creating while others become cost-driving.[6][7][8]

Interaction Logic™ addresses what lies beneath: **value flows, Fragmentation Cost™, and system effects** — and makes it possible to connect channel strategy to measurable impact and governance.

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[6] **ISO (2017).** *ISO 18295-1:2017 — Customer Contact Centres – Part 1: Requirements for Customer Contact Centres. International Organization for Standardization, Geneva.*

[7] **ISO (2017).** *ISO 18295-2:2017 — Customer Contact Centres – Part 2: Requirements for Clients Using the Services of Customer Contact Centres. International Organization for Standardization, Geneva.*

[8] **ISO (2018).** *ISO 10002:2018 — Quality Management – Customer Satisfaction – Guidelines for Complaints Handling in Organizations. International Organization for Standardization, Geneva.*

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5. Interaction Economy™ — A Broader Understanding

To fully understand the strategic importance of customer interactions, organizations must look beyond operational metrics.

The **Interaction Economy™** describes how:

- customer intent
- organizational capability
- business outcomes

intersect within modern customer interactions — where intent, capability, and outcomes meet.

> **Machine customers — when AI agents initiate customer contacts**
>
> By machine customers we refer to AI agents and connected systems that initiate customer service cases on behalf of a person or an organization. A growing share of future interactions will therefore be initiated by machines — e.g., personal AI assistants, automated purchasing flows, and systems that open cases or request support autonomously. Gartner projects that 20% of inbound customer service contact volume will come from "machine customers" by 2026.[9]
>
> This changes the playing field: interactions become more API-like, more frequent, and more transaction-adjacent — and the demands for interpretation, prioritization, and governance sharpen.

This is not a technical model.
It is a way to understand the dynamics of modern interactions.

6. Three Strategic Implications for 2025–2030

1 New Steering Logic → New Measures of Value

Traditional KPIs are no longer sufficient.
Organizations must understand:

- value flows
- Fragmentation Cost™ (and downstream consequence costs)
- system effects
- interaction quality

2 New Roles → Higher Cognitive Demands

Human contributors will increasingly focus on:

- empathy
- judgment
- complexity
- situational navigation
- relationship management

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[9] **Gartner (2023).**
Gartner press release 1 March 2023: "Gartner Says 20% of Inbound Customer Service Contact Volume Will Come From Machine Customers by 2026".

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3 New Foundations → Connected Structures

Future-ready organizations require:
- unified data
- traceable interactions
- visible flows
- real-time capability

This is not a technology shift.
It is a shift in **business logic**.

7. Wecall's Perspective
— The Next Shift

Wecall actively explores:
- Interaction Logic™
- new ways of understanding value flows
- the economic impact of modern interactions
- AI's role in shaping human work
- structures that enable meaningful value creation

We believe the industry is entering an era where:
- interactions become strategy
- data becomes foundational
- humans and AI work in tandem
- value replaces activity
- structure replaces improvisation

Those who see the whole system — not just its parts — will be **better positioned to lead the next shift**.

8. Conclusion

The contact center of the future is **not** a call center.
It is the organization's **nervous system**:
- where information flows
- where relationships are shaped
- where decisions are influenced
- where risk is managed
- where value is created

This transformation does not begin with technology.
It begins with **logic**.

This white paper is Wecall's contribution to a broader industry dialogue.
We will continue to develop and test how Interaction Logic™ reframes the way organizations govern interactions — and why the contact centre increasingly functions as a strategic asset.

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About Wecall

Wecall is a Swedish contact center specializing in supporting and improving modern customer interactions across channels. Through thousands of contacts each day, we gain a close, practical view of how interactions shape customer experience, create value, and influence organizational performance.

We offer this white paper as a contribution to a broader global dialogue on how future customer interactions should be understood, structured, and led.

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