

Low labor costs

IN THIS PAPER

01	Why support is so expensive.	02
02	Why extra capacity barely helps.	03
03	Why attrition hurts so much.	04
04	Why outsourcing doesn't fix the bill.	05
05	Why global coverage multiplies cost.	06
06	The Solution	08

humoniq.ai/solutions/low-labor-costs

Why support

is so expensive.

Agent wages are only the visible line. Behind every agent hour sit recruitment, training, management, workplaces, systems and idle capacity, and a fair comparison counts them all.

Traditional support costs much more than agents' wages.

Pay & benefits

The visible line: wages, employer taxes, insurance, retirement and paid leave for everyone on the support team. Even here, paid leave and absence are part of the cost of every hour actually worked.

Recruitment & attrition

Support teams turn over constantly, so recruiting never stops. Advertising, interviewing, assessing and onboarding replace capacity the airline already had, and each new hire is paid before they can resolve anything.

Training & management

Agents need paid weeks to learn fares, policies and systems, then ongoing coaching, team leads, schedulers and quality reviewers. None of these people resolve requests, but the operation does not work without them.

Offices & equipment

Every seat needs a workplace, a computer, a headset, connectivity and IT support, whether the queue is busy or quiet.

Software & systems

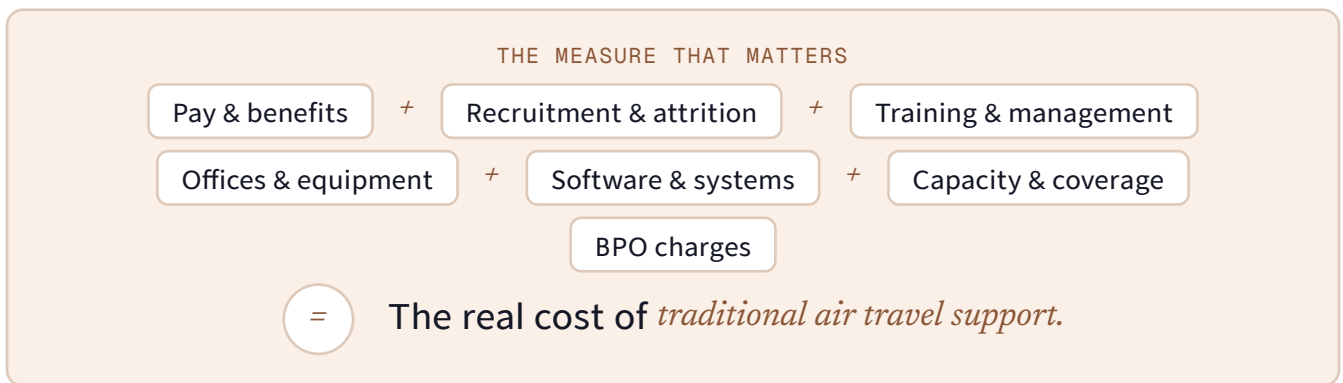
Contact-centre platforms, telephony, knowledge tools and system access are licensed per seat or per use, and the bill grows with the team.

Capacity & coverage

Demand arrives in peaks and disruptions. Rosters are staffed for the peak, so the airline pays for standby time, shift cover and spare capacity through every quiet hour.

BPO charges

Outsourcing moves the team to a different employer. It does not remove a single cost above. The provider still pays, recruits, trains, supervises and equips its agents, then adds its own corporate overhead, account management, commercial risk and profit margin. All of it arrives in the invoice, alongside the specialists, oversight and escalations your airline still keeps in-house.



02 / THE COST OF CAPACITY

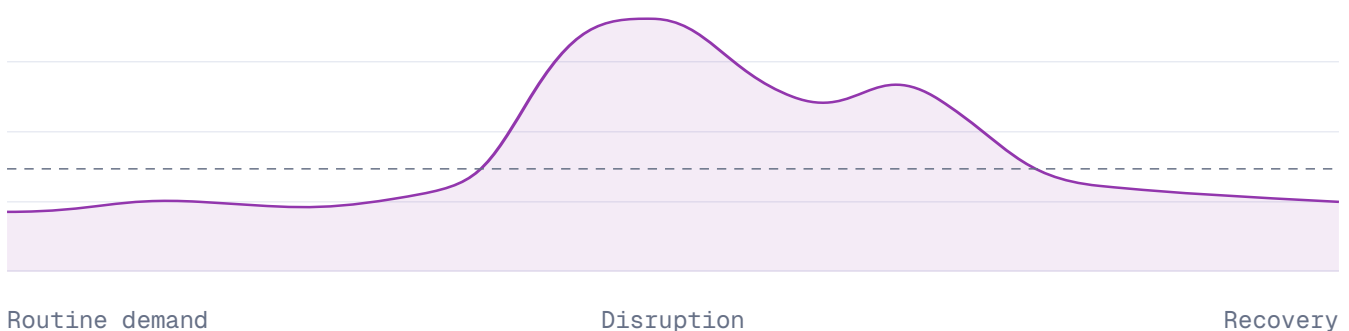
Why extra capacity

barely helps.

Traditional support buys capacity in advance, and never enough of it. Staff for the peak and you pay a fortune for seats that sit idle through every quiet hour. When a disruption hits, demand still outruns the roster, and passengers wait anyway.

Overstaffed in the quiet. Overwhelmed in the storm.

Support demand: violet / Staffed capacity: grey dashed



Below the line: paying for idle seats.

Every quiet hour, the airline pays for capacity nobody is using.

Above the line: passengers wait anyway.

Every disruption, requests outrun the roster and the queue grows, however much capacity was bought.

Demand can surge before staffing can respond. Conceptual illustration of a demand spike and fixed short-term capacity, not operational data or a forecast.

Humoniq scales the moment demand does. Every passenger is answered at once, in a disruption or a quiet hour, and nothing is charged for capacity when demand falls. The only wait is for the rare escalation, and we keep those rare by building coverage for common requests and edge cases alike, with the deep integrations each one needs.

[More on elastic demand](#)

03 / THE COST OF STARTING AGAIN

Why attrition

hurts so much.

Traditional support depends on expertise that can walk out the door. Replacing an agent means more than filling a vacancy. The airline pays to recruit, teach and supervise a replacement, often while experienced colleagues carry the missing capacity.

One departure starts another round of paid work.

01

Recruit again.

Find candidates, interview, assess and onboard. Recruiters and managers spend time replacing capacity you already had.

>

02

Teach again.

Pay the new hire to learn fares, policies and systems, while an experienced colleague spends time teaching rather than resolving requests.

>

03

Build confidence again.

Fund supervised work, extra checks and coaching while the new agent develops the judgement that the departing agent took with them.

A replacement restores the team. It does not automatically increase its capacity.

The hidden cost is the time of people who stay. A trainer cannot spend the same hour coaching a new hire and resolving a difficult request. Managers review more work while the new agent learns. Frequent turnover keeps part of the operation in this rebuilding phase, even when the headcount looks unchanged.

[More on reducing team management](#)

04 / THE OUTSOURCED OPERATION

Why outsourcing

doesn't fix the bill.

A business process outsourcer, or BPO, can offer lower wages, shared infrastructure and scale. But outsourcing traditional support changes who employs the team, not the need to recruit, train and manage it. The provider's price also has to support its own business.

The invoice is only part of the cost comparison.

Inside the BPO invoice

The delivery operation

Agent pay, recruitment, training, supervision, facilities and systems. Shared delivery can make these cheaper, but the work still has to be funded.

Also inside the invoice

The provider's business

Corporate overhead, account management, commercial risk and the provider's margin are reflected in its price. These are not extra amounts to add twice.

Outside the invoice

The airline's retained work

Include the policy specialists, vendor oversight, quality reviews and escalations your airline still handles. The split depends on the contract.

BPO invoice + airline-retained costs = the cost of the outsourced service.

Check what the contract charges when demand falls, languages are added or replacements need training. Agent-hours and dedicated seats buy availability. Per-contact pricing still needs scrutiny when resolving one request takes several contacts.

How to count these costs

Count recruiting, onboarding and paid training for replacements. For outsourcing, add the invoice and airline-retained costs, counting each cost once.

[Supporting research on staffing and provider costs](#)

05 / THE COST OF GLOBAL COVERAGE

Why global coverage

multiplies cost.

An airline needs more than enough agents in total. It needs the right expertise, in the right language, at the right hour. Each coverage requirement makes it harder to share spare capacity and brings its own scheduling, training and replacement challenges.

The right person must be available at the right time.

01

Every language

Enough people with the language skills and airline knowledge to resolve requests, even when demand differs between markets.

02

Every hour

Rosters that cover departures, arrivals and disruptions across time zones, including the quiet hours between requests.

03

Every gap

Cover for leave, absence and departures. New hires need the right language, shift availability and training before they can fill the gap.

Hiring, training and supervision recur across these overlapping coverage needs.

Multilingual agents and shared teams can reduce fragmentation, but their hours still need to match demand. A quiet queue in one language cannot always relieve a busy queue in another. Overnight cover still costs money when few requests arrive. When someone leaves, the gap may be a specific combination of language, shift and airline knowledge, not simply one vacant seat.

[Multi-language support](#)

[24/7 availability](#)

How Humoniq

solves this.

Two principles, end-to-end automation and world-leading CX. AI resolves most requests, specialists handle the rest, and the airline pays one dollar per resolution.

The Humoniq standard.

PRINCIPLE 01

End-to-end automation.

AI carries each request from first message to confirmed resolution, inside the airline's rules and systems. Specialists step in only where judgement is needed.

PRINCIPLE 02

World-leading CX.

Not undetectable. Measurably better than human on everything a passenger notices: speed, accuracy, depth and a shorter path to the outcome.

WHAT THIS MEANS IN PRACTICE

01	Instant response	An answer in seconds, at 3 a.m. or mid-disruption.
02	No queues	Every passenger is served at once. Only escalations ever wait.
03	Parallel work	Searches, checks and bookings run side by side, not one after another.
04	Deep integrations	Real actions in the airline's own systems, within its rules.
05	Faster resolutions	The most direct path to the best outcome, with fewer repeat contacts.

How this drives low labor costs.

Five dollars becomes one.

USD PER RESOLUTION

Traditional air travel support, all-in

\$5

Wages, hiring, training, management, workplaces, systems and idle capacity, every one of them inside the price.

Humoniq

\$1

80% less per resolution, with specialists handling the exceptions and nothing charged for idle capacity.

HOW WE GET THERE

Automation first

Most requests never reach an agent, so no agent-hour, and none of the cost behind it, is spent on them.

Very high coverage

Common requests and edge cases alike are built in, with the deep integrations each one needs, so escalations stay rare.

Fewer repeat contacts

A resolution is finished the first time, so the same request does not come back as a second or third cost.

A DIFFERENT OPERATING MODEL

Reduce the operation.
Keep the expertise.

Humoniq costs USD \$1 per resolution. Build a smaller, more skilled human team around it. Compare the full cost of traditional support with Humoniq plus the human support you retain.

Explore our pricing

<https://humoniq.ai/pricing>