

# NACC

THE NATIONAL ASSOCIATION OF CALL CENTERS  
*The Leading Voice for the Call Center Industry*

*an outgrowth from*



THE UNIVERSITY OF SOUTHERN MISSISSIPPI  
CALL CENTER  
RESEARCH LABORATORY

# In Queue

*The fun, informative and unique  
newsletter for the  
call center industry.*

Volume 6, Issue 11 - December 2, 2011

A clue that your  
contact center  
goals aren't clear:



calabrio

## Our Contact Info:

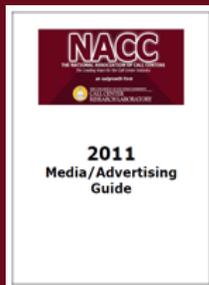
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## NACC Investment Portfolio

Stock	Price	Value	Change
NICE	32.61	8.12	-1.88
VRNT	27.70	11.31	1.31
SYKE	14.95	7.87	-2.13
WIT	9.44	6.30	-3.70
CVG	12.17	6.89	-3.11
TTEC	16.67	7.25	-2.75
<b>TOTAL</b>		<b>47.73</b>	<b>-12.27</b>

The NACC Investment Portfolio was down a bit this month. Of the equities remaining in the

## The Top Ten Reasons to Join the NACC for 2012

Paul Stockford, Research Director, NACC and Chief Analyst, Saddletree Research, [Paul.Stockford@nationalcallcenters.org](mailto:Paul.Stockford@nationalcallcenters.org)

People seem to like lists. I'm not one of them. In fact, I'm list-challenged. I'm a researcher and writer so things don't naturally fall together in an orderly fashion in my brain. But I pushed through that in order to give you, our readers and potential members, ten good reasons why you should join us in 2012. So, without further ado, the Top Ten Reasons to Join the NACC for 2012:

- 10: You'll be part of our community. That's a good thing in this time of increasing social and professional isolation.
- 9: As a community member you'll be able to connect with other customer service professionals via NACC sanctioned activities.
- 8: Members get advisory services for things like technology acquisitions, upgrades, change-outs, etc. If there are other questions that we can't answer, we'll get you in touch with another member who is willing to help.
- 7: Your membership will demonstrate your dedication to your profession to your boss who will probably give you a generous raise in pay as a result. Probably.
- 6: We'll send you reports that will allow you to benchmark your professional attitudes, intentions and opinions against those of your peers.
- 5: You'll get quarterly reports with data and information of interest to strategic managers and those with leadership aspirations. In other words, put the data we send you to use and your co-workers will think you're a lot smarter than they are.
- 4: Business opportunities that come our way get passed on to our members only. Attention outsourcers! This means we'll be sending prospects your way.
- 3: You'll be supporting a not-for-profit research function. We do this because we love the work, not because it makes money.
- 2: You'll feel better about yourself (see number 3 above)

And finally, the NUMBER ONE reason:

1. **IT'S FREE!!** (If you'd like to join us as a volunteer member in exchange for less than 30 minutes of time over the next year)

Volunteer members help us by completing a limited number of surveys per year. The results of these surveys form the basis for much of our research over the year. We keep all the surveys short with our largest survey, the annual summer survey, taking only about five minutes to complete. In exchange for 30 minutes or less of your time over the course of the year, you get all of the benefits listed above and more.

If you are interested in joining us as a volunteer member, please send me an e-mail at [paul.stockford@nationalcallcenters.org](mailto:paul.stockford@nationalcallcenters.org) with the word "Volunteer" in the subject line and I'll send you the details.

Please join the NACC in 2012 and help us continue our research mission in the contact center industry. You'll be glad you did!

## We're Almost There

Paul Stockford, Research Director, NACC and Chief Analyst, Saddletree Research, [Paul.Stockford@nationalcallcenters.org](mailto:Paul.Stockford@nationalcallcenters.org)

We need a few more completions of our survey before we can start analyzing the data and reporting the findings back to you in this newsletter and to members in our reports. One way or another, if you participate in the survey you'll have the opportunity to compare and contrast your attitudes and opinions against those of your peers. If you haven't yet completed the survey, please go to [www.surveymonkey.com/s/NACC2011](http://www.surveymonkey.com/s/NACC2011).

I promise it won't even take you five minutes to complete and no one will contact you as a result. We don't ask who you are, just what you think. You'll be providing a great service to our underfunded, overworked, not-for-profit industry organization. Think of it as your Christmas present to the NACC. We thank you.

## Optimizing the Customer Experience

Lori Bocklund, President  
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It's the dawn of a new day for contact centers and their corporate peers. They've awakened to the fact that their customers' *total experience* with the company and its

portfolio only one, Verint, is in positive territory. The rest are down around three and half dollars with one down a dollar and a half. Three and a half dollars is not much unless you realize that the starting value was ten. This means that they are down 33% which is substantial.

Interesting I read this month that most individual investors, like me, have exited the market and left only institutional investors in the space. The volatility of the market over the past 2-3 years has caused people no end of headaches, heartburn and heartache so many have thrown up their arms and walked away putting money into bonds other less wild investments. Most of these individual investors were baby boomers who will not enter the stock market again. The generation of my daughters has never seen the stock market offer a return. That leaves a small slice of the American demographic in my age group that still has money in the market and hopes that a level or normalcy returns in the coming years.

### Quote

"I once wanted to become an atheist, but I gave up - they have no holidays."

-Henry Youngman

### Picture of the Month



A National Park Service Ranger raises the flag at the Death Valley National Park Visitor's Center, in August. Morning temperature was only around 90 degrees. Death Valley covers over 5,000 square miles and is the largest National Park in the Lower 48, also called the contiguous states. Many people make the mistake of calling the Lower 48/contiguous states the continental states, but this is inaccurate because Alaska is also on the continent. Similarly, many people mistakenly refer to the flag, when partially-lowered for mourning, as being at half-mast. But masts are on ships, so this should be called half-staff.

### Reports from the NACC

The NACC has been burning the midnight oil and typing until our fingers are sore to bring

products/services drives loyalty, purchasing behaviors, and testimonials (both good and bad). Companies have to move away from looking at performance for isolated departments or transactions and start looking at the end-to-end experience from a customer perspective across all channels, and contact center leaders are uniquely positioned to lead the charge.

Take a moment to think about the people, processes, and technologies with which your customers come in contact. A lot of different hands could touch an interaction. The hands vary by media and step in the overall process – including front line and back office. Each organization has diverse processes and standards for contact handling and follow-up. End-to-end satisfaction demands that upstream and downstream processes execute flawlessly – or very nearly so – with good bi-directional communication. And all of the right technologies need to be in place to support the people and processes – from initiation of contact to contact routing to contact tracking to desktop applications and knowledge tools to analytics.

Consider all of the departments that have a hand in each customer interaction. The contact centers and IT come to mind immediately. Your horizon also needs to extend to web, social media, mobile, branch or store operations, and other channel owners. And, of course, there may be some third parties to throw into the mix. In a perfect world, you'd have a single owner of the customer experience – such as a Chief Customer Officer, Customer Strategy Officer, or Customer Experience Manager. More often than not, a diverse set of leaders influence the customer experience. They may not come together on the organization chart until the very top (e.g., CEO) with multiple layers of management in between.

It's time to rise up to the challenge of end-to-end customer satisfaction by committing yourself and your organization to doing it right. [*Don't just pay lip service to it – your customers and your employees can tell the difference!*] Keys to success include:

- Developing a common strategy, vision and goals with all of the leaders whose groups have a role in the customer experience
- Focusing on your customers (*really!*) as you map out their experience with the company, not an individual department, functional group, or channel
- Setting project priorities for the company as a whole – even when it means that some departments don't get what they want, when they want it
- Defining measurable performance metrics – such as First Contact Resolution – that reflect the customer's experience

The contact center should play a key role in getting this initiative off the ground and driving it to conclusion. You own at least some of the channels – voice, fax, email, and often web chat– and play a key role in contact handling. You need to know all of the channels to support customers effectively. [*Let's face it, when customers cross channels, they often come to you!*] You are in the ideal position to bring diverse leaders and their teams together to talk about the end-to-end customer experience and explore ways to optimize it.

The task at hand won't be easy, but there's a clear call to action to do it. Customers demand it. Your competitors are taking note. And with increased diversity in interaction channels, the job won't get easier as time goes on. It's time to lead the charge.

## All I Want for Christmas is.....Voice of the Customer Analytics

Paul Stockford, Research Director, NACC and Chief Analyst, Saddletree Research, [Paul.Stockford@nationalcallcenters.org](mailto:Paul.Stockford@nationalcallcenters.org)

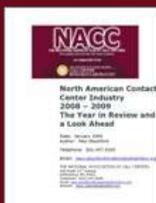
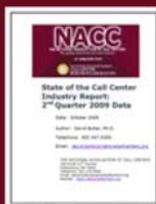
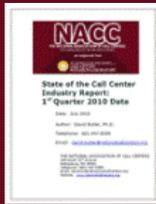
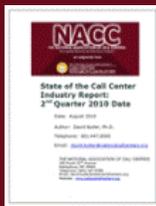
Although we haven't concluded our 2011 survey of NACC members and subscribers, early results are making it clear what respondents have on their contact center wish list as we enter the holiday season. Topping the list is Voice of the Customer Analytics.

In case you haven't taken the survey, one of the things we do is ask respondents about technology solutions that they are interested in purchasing in 2012. Top finishers in 2011 included desktop analytics and performance analytics. Analytics still top the list of solutions already funded for purchase in 2012 but rather than analytics that track agent performance, analytics that track customer communications will be in greater demand in 2012.

The table below lists the top three technology solutions that our early survey results indicate have already been funded for purchase by respondents.

Technology Solution	Percent Respondents
Text Analytics	9.1%
Speech Analytics	7.7%
Workforce Management Software	5.0%

out reports to our members. Each is listed below. If you are interested to see what we are writing about, click on the images below and download the executive summary of each. If you like what you see, join the NACC so that we can send you these reports and others that will be coming out soon to ensure you know the latest trends in the industry.

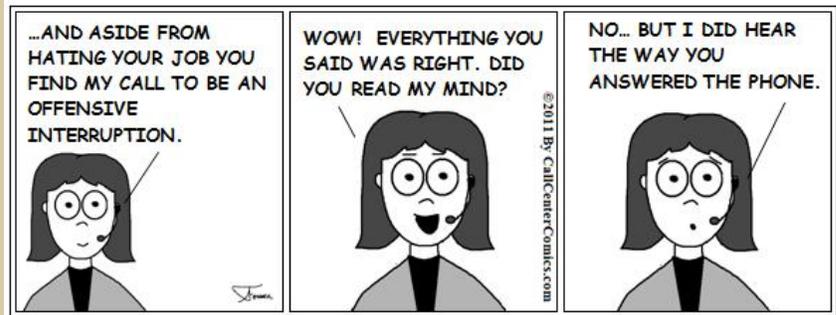


Workforce management software is a surprise finisher in the top three, primarily because it also has a relatively high market penetration rate, but demand for this software solution still exists as indicated by our survey results.

Although these percentages may seem low, keep in mind that if they are applied to our estimate of approximately 66,000 contact centers in the U.S., purchases of text analytics solutions will number over 6,000 in 2012.

We are still very interested in getting more reader perspective on the industry as we move into 2012 and if you haven't yet taken our brief survey, we're asking you once again to please take five minutes, literally, and help us out. The survey can be accessed by clicking on [www.surveymonkey.com/s/NACC2011](http://www.surveymonkey.com/s/NACC2011). The more input we get, the better the results will be, and the better the information we can report back to you in this newsletter over the next year.

**Call Center Comics!**

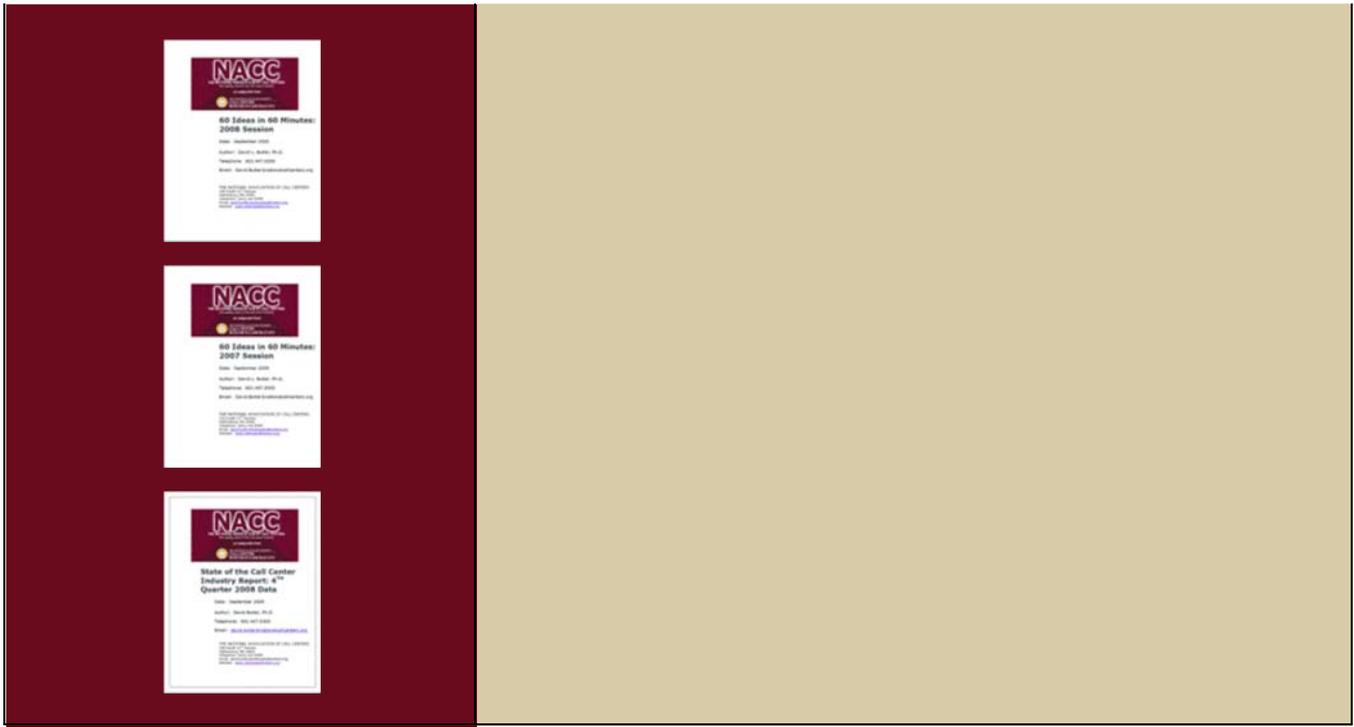


If you like this comic and would like to see more, write Ozzie at [callcentercomics@yahoo.com](mailto:callcentercomics@yahoo.com) and visit his website at [http://callcentercomics.com/cartoon\\_categories.htm](http://callcentercomics.com/cartoon_categories.htm) or just click on the comic to take you to his page. The NACC appreciates Ozzie letting us use some of his comics in our newsletter.

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