

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.



enkata

A must read for anyone
considering Speech Analytics.

[Download Now](#)

The Case for Unified Analytics in the Contact Center

Volume 6, Issue 3 - April 1, 2011

Our Contact Info:

Paul Stockford
Research Director
National Association of Call Centers
100 South 22nd Avenue
Hattiesburg MS 39401
Tel: 480.922.5949

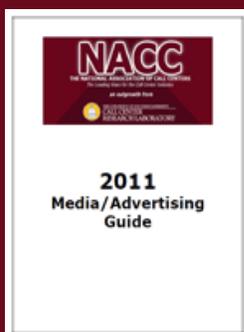
Paul.Stockford@nationalcallcenters.org
<http://www.nationalcallcenters.org>

Circulation

In Queue circulation 32,578

Advertise with Us

Click on the image below to view the
NACC Advertising Page where you can
view our channels and prices.



To advertise with the NACC, please
contact the NACC at:
Tel: 601.447.8300

More Research from NACC Partners Available in April

Paul Stockford, NACC Research Director and Chief Analyst, SaddleTree Research,
Paul.Stockford@nationalcallcenters.org

In April you will receive two e-mails from the NACC with offers to download research that we believe will be of interest to you. The first e-mail will contain a link to an extensive report entitled "The U.S. Contact Center Decision-Maker's Guide." Authored by ContactBabel and containing information on everything from scripting to salaries, this report weighs in at 240 pages of usable benchmarking data. As always, this report will be available to you at no cost. If you can't wait for the e-mail next week, go to the Syntellect banner in today's newsletter and click on it for immediate access to the information. This report will be an excellent resource for your research library.

You will also receive an e-mail this month with a link to a paper that I authored on the subject of Desktop Analytics. In the survey that we conducted with NACC members and readers of *In Queue* last summer, we asked respondents which technology solutions they would be evaluating for purchase in 2011. Desktop Analytics was at the top of the list with 33 percent of respondents indicating their intention to evaluate it for purchase this year. An additional six percent indicated that they had already funded desktop analytics for purchase in 2011.

Given the survey results we thought it would make sense to provide additional information on desktop analytics to NACC members and readers. Although I wrote the paper it is Enkata that is making it available to our readership so please take a few minutes to download and read the paper when the offer arrives this month. I guarantee it will be worth your time.

If you missed last month's offer of the paper I wrote on Unified Analytics in the contact center, please click on the Enkata banner in today's newsletter. It will take you to a site where you can obtain your own copy of the white paper. I wrote the paper with the objective of getting contact center professionals to start thinking about the value of various forms of analytics if the silos of discrete information were replaced by a unified analytics approach in a workforce optimization scenario. If you haven't done so already, download and read this paper and let me know if it doesn't change the way you look at analytics in the contact center.

Fax: 601.266.5087

E-

mail: Paul.Stockford@nationalcallcenters.org

Underwriters

All leading call center companies and suppliers should examine the *NACC Underwriting* opportunity in 2011 as evidence of their dedication to the growth of call center industry. See the [NACC Advertising Page](#) for more information.

Share the Knowledge

Send this newsletter to colleagues by clicking "Forward this email" at the very bottom and end of this newsletter.

NACC Investment Portfolio

Stock	Price	Value	Change
NICE	35.26	8.78	-1.22
VRNT	33.97	13.87	3.87
SYKE	18.91	9.95	-0.05
WIT	13.92	9.29	-0.71
CVG	14.50	8.21	-1.79
TTEC	17.97	7.81	-2.19
APAC	5.93	26.83	16.83
TOTAL		84.74	14.74

The *NACC Investment Portfolio* was up a bit this past month to 84.74 for a profit of 14.74. Two stocks remain in positive territory, Verint and APAC. All the others are still negative. Sykes Enterprise is just barely negative at .05 and Wipro is just behind it at .71. Others are deeper in the negative from the time of purchase with TeleTech being the furthest from the purchase price of 10 dollars back in November 2007. Presently TeleTech is negative 2.19.

NACC Composite Index

Have You Got Your Multi-channel Customer Contact Act Together?

Maren Symonds, Consultant and Marketing Director - Strategic Contact

Mauren@strategiccontact.com

Contact centers are waist-deep, if not neck-deep, in the multi-channel world. The overwhelming majority support *or have plans to support* voice, email, fax, voicemail, IVR, and web self-service. Proactive outbound alerts and web chat are gaining traction with a majority of centers anticipating adoption within the next two years.* Most organizations are making progress on their social media and mobile application strategies. **Is the contact center prepared for all the "border crossings" from self-service to assisted service?**

It's an unfortunate reality that the contact center is often the "last to know." To keep apace of industry trends, customer needs, and competitive incursions, new venues for customer interaction get added to the mix with responsibility for application design, development, and administration of new channels landing in various departments. For example, marketing tends to carry the ball for social networking, and IT tends to drive mobile applications (*no pun intended!*) When polled, most contact centers report feeling as though they're lagging in adoption with both of these technologies.*

Your customers don't care about the internal workings of your organization or the means through which you establish ownership for the interaction mechanisms. They want what they want, when and how they want it. They expect a consistent, high quality experience no matter which "door" they enter. And they'll show up at the call center when there's a mismatch between what they need from a service channel and what they're able to receive.

In an ideal world, all channels have access to a common customer relationship management system that carries detailed information about each customer's needs, preferences, and interaction history. Processes are in place to manage transitions seamlessly across channels so that customers don't have to start over at each junction. A common knowledge management system and/or wiki provide access to a corporate repository of information that provides the consistent answers to inquiries from all channels. Customer experience analytics provide insights on each channel's activity and "border crossings" as well as the organization's performance on first *contact* resolution.

So what if your organization is less than ideal? Here are some things you can do to move in that direction:

- **Forge relationship with the other "channel managers."** Take the opportunity to educate one another on your respective offerings, plans, and operating environments. Identify people, process, and technology gaps in the customer experience and develop plans to shore them up.
- **Train your front line staff on the spectrum of service offerings** with which your customers might be familiar. Identify one or more groups of "go to" agents with deep knowledge of the applications. Make sure you have a list at the ready of other organizational resources who "own" other channels and can lend support. *Flailing is not an option!*
- **Help senior leadership see your company through your customers' eyes.** Give them a sense for the highs and lows of the customer experience and the operational challenges of delivering service excellence. Tie your findings to metrics in which they have a stake – customer acquisition, customer retention, "wallet share," operational efficiency, customer satisfaction ratings, regulatory oversight (if any).

* Source: <http://www.strategiccontact.com/surveys/MultiChannelSurveyResultsDec2010.pdf>

Employment Outlook Bright for U.S. Contact Center Industry

Paul Stockford, NACC Research Director and Chief Analyst, SaddleTree Research, Paul.Stockford@nationalcallcenters.org

NACC researchers at the Call Center Lab located at The University of Southern Mississippi have released third and fourth quarter employment statistics for the U.S. contact center market and the numbers show continued positive growth for the industry. Net gains in contact center employment occurred in both quarters with net growth of 3,929 jobs in the third quarter and 9,695 jobs in the fourth quarter for a total net gain of 13,624 jobs during the

Date	Value	Change	Percent
11/6/07	100.00		na
12/5/07	94.38	-0.56	-0.60
1/15/08	80.89	-17.02	-21.04
3/12/08	65.47	-11.25	-17.18
6/4/08	81.51	2.93	3.60
9/10/08	66.55	-1.69	-2.54
12/3/08	36.19	3.30	9.13
1/7/09	42.75	2.10	4.92
3/4/09	30.94	-2.42	-7.82
6/10/09	61.67	6.00	9.74
9/16/09	81.26	6.29	7.74
12/16/09	100.81	4.24	4.21
1/13/10	110.48	9.67	8.75
1/27/10	97.93	-12.54	-12.81
2/9/10	94.57	-3.37	-3.56
2/24/10	99.36	4.80	4.83
3/9/10	107.55	8.19	7.62
4/7/10	109.39	1.84	1.68
5/5/10	99.95	-9.45	-9.45
5/31/10	98.29	-1.66	-1.69
7/6/10	60.63	-37.66	-62.12
8/4/10	68.28	7.66	11.21
9/8/10	64.78	-3.50	-5.40
9/29/10	71.85	7.06	9.83
11/2/10	73.72	1.88	2.55
12/1/10	110.90	37.17	33.52
2/1/11	108.73	-2.17	-2.00
3/1/11	107.51	-1.22	-1.13
3/23/11	113.35	5.84	5.15

The *NACC Composite Index* was up this path month to a record high of 113.35. This was due, in part, to some of the stocks that make up the composite index that were in positive territory gaining new ground while at the same time those that were weaker were showing more signs of life. This shows the general trend of a slow, but steady, economic recovery within the United States generally and to the call center sector specifically.

Dow Composite	0.23%
S&P 500 Composite	-2.09%
NASDAQ Composite	-1.45%
NACC Composite	5.15%

The other indices this week did not fare as well as the NACC Composite Index. The composite index was up 5.15 percent this week while the Dow barely broke even at .23%. Both the NASDAQ and the S&P500 were both down between 1.5-2.0%. We will see if this trend of the composite index beating the other indices occurs for a few months in a row. If so, it would be a solid sign that the call center sector, as part of the technology sector, is on a

second half of 2010.

In the September 2010 issue of *In Queue* we reported a gain of 2,292 jobs during the first half of 2010, which we viewed as a positive occurrence given the fact that the U.S. was still reeling from the effects of the recession. The first half gain, though, is dwarfed by the second half gain in contact center industry employment. We view this spike in growth as a clear indicator of the return of industry confidence and as validation of the importance of the customer service function regardless of economic circumstances.

In our summer 2010 survey of NACC members and subscribers we asked respondents about their hiring plans for 2011. While 60 percent of respondents indicated that they would only hire to replace those who left, 36 percent indicated that they intended to add more agents for a net gain of agent seats during the course of the next year. We believe the fourth quarter industry job gains are a preview of what we can expect in terms of job gains in 2011.

I asked Jeff Furst, CEO of FurstPerson (www.furstperson.com) if these employment numbers were consistent with what he is seeing in terms of demand for FurstPerson's pre-hire and employment assessment solutions. "What we're seeing mirrors your survey results," Furst said. "About 50 percent of our clients are in maintenance mode and only hiring replacement agents. 30 percent of our clients are in a growth mode now because they held back on hiring during the recession. The remaining 20 percent, however, are aggressively growing for a couple of reasons. Some of them sense that the consumer is ready to spend as the economy stabilizes so they're staffing up on revenue producing agents. Others have thrown down the gauntlet and are staffing up so they can go after their competitors' market share."

We view FurstPerson's experience as being essentially reflective of the industry as a whole. Whether the reason behind the hiring trend is to increase upsell opportunities on the inbound side or go after a competitor's customers on the outbound side, the good news is that contact center employment remains on the upswing. More details concerning industry growth numbers will be included in the market overview report that will be delivered to NACC members later this month.

Call Center Comics!



If you like this comic and would like to see more write Ozzie at callcentercomics@yahoo.com and visit his website at 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.

To view past issues of *In Queue*, please [click here](#).

If you would like to contribute to *In Queue*, please reply to this email with "Contribute" in the subject line.

Copyright 2011 National Association of Call Centers

rebound and growth path stronger than the general economy overall.

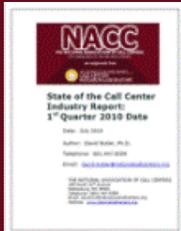
Quote

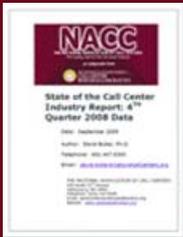
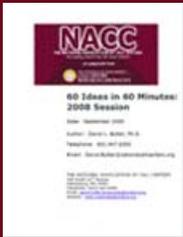
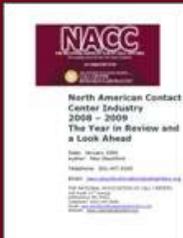
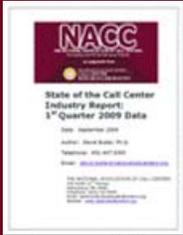
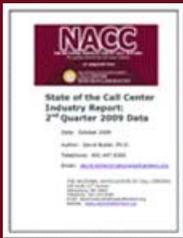
"Employment is nature's physician, and is essential to human happiness."

-*Claudius Galen*

Reports from the NACC

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





[Click to view this email in a browser](#)

If you no longer wish to receive these emails, please reply to this message with "Unsubscribe" in the subject line or simply click on the following link: [Unsubscribe](#)