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Whitepaper: Stop Trying to Delight Your Customers



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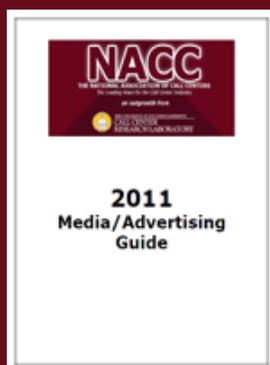
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NACC Investment Portfolio

Stop Trying to Delight Your Customers and Four Letter Words in your Contact Center

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

That intriguing article title is actually the result of combining a couple of equally intriguing ideas for both strategic and tactical improvement in your contact center. This month you'll receive a e-mail from us with an invitation to download an article that was originally published in the *Harvard Business Review*. This article, entitled "Stop Trying to Delight Your Customers," argues that over-the-top efforts at customer service actually make very little difference in customer satisfaction. Based upon a survey of 75,000 people who interacted with contact center representatives, this article will undoubtedly make you rethink your customer service strategy. If you'd like to access this paper immediately, click on the Enkata banner at the top of this newsletter.

Likewise, operational or tactical improvement is addressed in technology-oriented information that is available to NACC members and readers. Click on the Calabrio banner at the top of the newsletter to see Web 2.0-based workforce optimization in action. I continue to be a vocal proponent of the advantages of the Web 2.0 framework in the contact center and I firmly believe it is something that every contact center professional should be aware of and familiar with.

Later this month you'll receive an e-mail from us inviting you to take look at what we think is a great deal from Syntellect. If you're an IVI user and are thinking it might be time for a makeover, don't miss this information from Syntellect. If you'd like to see what they're offering right now, click on the Syntellect banner at the top of the newsletter. Even if you're not actively shopping for an IVR solution at the moment, this is a good way to stay on top of what is available in the market today.

Want a Free NACC Membership? Volunteer!

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

If you would like to be an NACC member at no charge and can spare about 30 minutes of time over the next year, have I got a deal for you. We still have a few more roster spots open for people who would like to receive a free NACC membership in exchange for no more than 30 minutes of time per year.

We generally do one survey during the summer, time commitment no more than ten minutes, and perhaps a follow-up or two over the course of the year. Each of the follow-ups is generally a two-to-five minute time commitment. Total time commitment less than 30 minutes per year and in return you become a part of our active community of contact center professionals at no charge.

If you would like to join us, send me an e-mail at paul.stockford@nationalcallcenters.org with the word "Volunteer" in the subject line. I'll send you back a membership form that you fill out and return to me, and you're in! Simple as that. The only caveat is that you have to be employed and actively working in a contact center.

Stock	Price	Value	Change
NICE	35.01	8.72	-1.28
VRNT	34.66	14.15	4.15
SYKE	20.58	10.83	0.83
WIT	13.76	9.19	-0.81
CVG	12.62	7.14	-2.86
TTEC	17.89	7.78	-2.22
APAC	5.66	25.61	15.61
TOTAL		83.41	13.41

The *NACC Investment Portfolio* ended at \$83.41 this month, down almost \$2.00. We are still in a net positive territory at \$13.41 profit, but appear to be in the doldrums. Since November 2010, the NACC Investment Portfolio has oscillated between \$81.56 and \$85.02. So for over half a year, the swing has been less than \$4.00. This suggests that the investors in the market have not figured out what to do next.

NACC Composite Index

– in other words, an end-user. No consultants or vendors please.

To find more information on the benefits of membership in the NACC, please visit <http://www.nationalcallcenters.org/membership.php>. Any questions, don't hesitate to contact me. If you're ready to get started I'll watch for your e-mail with the word "Volunteer" in the subject line and will look forward to welcoming you to the NACC!

Analytics: Beyond Proliferation

Brian Hinton, Principal Consultant and Lori Bocklund, President - Strategic Contact For NACC "From the Trenches"

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Contact centers have no shortage of data, but most centers struggle to use it wisely. They fail to really look at the data with an analytical eye. The end goal often seems to be simply producing and distributing reports. And the tools are the easy scapegoat for any shortage of insight.

If you want to break the cycle of "just cranking out reports," it's time to focus on and understand the distinction between data, reporting, and analytics.

Data are the raw bits and bytes produced by the systems and applications used in the contact center. Structured data are organized in fields in a database. Centers strive to consolidate data from many sources.

Reporting organizes the raw data. Most applications have some "canned" reports, while the user friendly ones offer customization capabilities. Reacting to the challenges of presenting the data in a useful way, analysts often dump data into other tools, such as Excel, Access, Crystal, data warehouses, or other tools.

Consolidation of data from multiple sources is the first step in **analytics**. However, simply combining data from multiple sources doesn't imply analysis. Creating insight or meaning from the data is the essence of analysis. It uses the relationships revealed by the data to dig deeper into the data to find cause/effect, ideally leading to action within the contact center and across the enterprise.

Scorecards and dashboards are commonly used analytics tools. A "**scorecard**" is a way to address the question, "How did I/we do?" It presents a historical performance picture against targets and the peer group, along with trends, generally using visual indicators (e.g., red, yellow, green) with the numbers. A "**dashboard**" on the other hand answers "How are we doing?" It typically provides a real-time view with gauges or some other sort of visual indicators. In either case, these tools are most useful when applied against a balanced set of metrics that consider such things as productivity, quality, costs, and the customer experience.

Analytics demands focus on the goals in using information:

- What is the data telling us? What is happening especially with trends we observe?
- Why is it happening?
- What is the impact if the trend continues?
- What are we doing about it? What actions will we take?

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
5/3/11	112.42	-0.93	-0.83
6/1/11	111.65	-0.77	-0.69

The NACC Composite Index closed at 111.65 points this month, down 0.69% from last month. This is not a large fall, less than 1%, but the second straight month of decline, last month down 0.83%. There are headlines in the news about a potential slow-down to the economy. Though I understand that the macro economic data they are seeing may suggest this, all evidence on the ground that I have seen is to the contrary. I have travelled to the Pacific Northwest, to the Northeast and around the South and I see ample evidence of new building construction, help wanted signs, new business openings, etc. So from my personal point-of-view the market seems to be recovering as expected. However, the investment community seems to be skeptical.

These questions are sometimes difficult to answer, prompting many to purchase more tools that produce more reports. They assume that more data displayed in more ways will enhance understanding. Lack of investment in the people and processes to use the tools productively, they wind up with another stack of reports or visual displays and no greater insight into their operations. Analysis can't be an afterthought or a "spare time" responsibility.

Analytics should compare effort to outcomes, efficiency to effectiveness, internal results to customer experience. It takes commitment, brainpower, and effort to yield insights. It has limited value without a broader enterprise focus on the results. Consider bringing a cross-functional team together that can initiate, drive and advocate for the change opportunities revealed in the analysis. Alternatively, create an analytics group, carefully defining where it will sit – contact center, marketing, customer experience group, IT, etc. If you – or your leaders – chafe at the investment, ask these questions

- What's the value of understanding which marketing programs are working?
- What if you could gain new insights into the customer lifecycle and customer behavior?
- What could the product people do with more intelligence on issues, customer feedback, and resolutions?
- What's the value to your company of a five-point improvement in customer satisfaction?
- What can you do with more knowledge about why people contact the company?
- If you had greater insight into what CSRs are doing and saying, could you develop more effective processes, tools, training and coaching?
- If you better understood the impact of technology on overall performance, might IT reprioritize some things?

Analytics opens the door to answers far beyond what your spreadsheets and canned reports can reveal. It's time to extract the value from the plethora of data at your fingertips and drive productivity change that makes the entire organization more efficient and effective in achieving business goals.

Smaller Contact Centers Gaining Market Attention

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

For contact center solutions suppliers, the small-to-medium sized enterprise (SME) contact center has always been the poor cousin to the more glamorous, highly-desirable large contact center. Suppliers have typically targeted the larger contact center due to its greater revenue potential made possible by the sale of more products with higher profit margins. Often referred to as the "low-hanging fruit" suppliers typically favored the larger contact centers, which we define as contact centers having more than 400 seats, despite the fact that these larger contact centers comprise only about 15.5 percent of the overall market according to the NACC's estimate.

Dow Composite	-4.04%
S&P 500 Composite	-3.20%
NASDAQ Composite	-2.62%
NACC Composite	-0.69%

The NACC Composite Index was down 0.69% this month. The other major indices, the Dow, S&P 500 and NASDAQ were down 4.04%, 3.20% and 2.62% respectively. So the NACC Composite Index does not look so bad comparatively when compared to these major indices. This may be in part because last month the NACC Composite Index was slightly down while the other major indices were up, suggesting that the NACC Composite Index was either a leading industry predicting the decline or that the major indices and the NACC Composite are not connected in any significant way.

Quote

"Every calling is great when greatly pursued."

-Oliver Wendell Holmes

Picture of the Month



Continuing the images from Olympic Sculpture Park in Seattle, Washington, from last month's issue, here again is an image that made me scratch my head. Most of the objects were metal, steel even, and were large, like cars or small buildings. The idea that touching it would harm it seemed a bit odd. Sure you want

The remaining 84.5 percent of the market has traditionally been served by a handful of suppliers that offer more moderately priced solutions with limited functionality. Beyond the products offered, many of these companies did not, in my opinion, offer the stability of larger companies in terms of management competency, consistent product vision and the ability to execute a strategy. Suppliers have not given the SME contact center the same respect that was given to its larger brethren. That, however, is changing.

One example of the new interest in the SME contact center comes from stalwart industry supplier Aspect (www.aspect.com), which last month introduced Aspect Contact 2011, a solution that is designed to deliver a robust set of features essential to SME contact centers operating with 20-to-100 agent seats. The NACC estimates contact centers with fewer than 150 seats represents over 68 percent of the North American market. We view this as a fairly healthy market to pursue.

Rather than reinventing the wheel, Aspect has taken the proven reliability and core capabilities of its Aspect Unified IP large-center system and packaged them as an out-of-the-box contact center appliance that combines powerful capabilities with simplified ease of use – ideal for the SME contact center with small company resources but large company customer service responsibilities.

Aspect Contact 2011 is built to use Microsoft Lync 2010 as its media server. If you're already a Microsoft house, this should be of interest in terms of realizing a faster return on investment (ROI) on your Lync deployment. Even if you're not a Microsoft house, the fact that Aspect Contact 2011 offers the reliability of a solution that has been proven in the market for the past seven years should be of interest.

With the mergers, acquisitions, bankruptcies and general disruption of the contact center supplier market over the past three years we see a great deal of need for updated technology emanating from the SME market. It's encouraging to see companies with the industry credibility and stability of Aspect showing a tangible interest in this formerly-neglected market segment.

Customer Service Tops List of Post-Recession Comeback Jobs

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

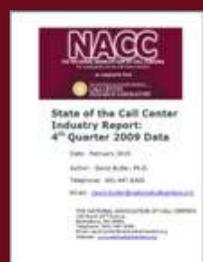
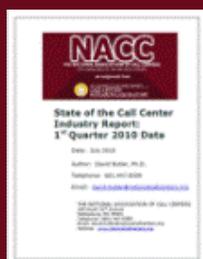
I recently came across some research on careerbliss.com, an online career portal, that named the top ten "comeback jobs" of 2011. Comeback jobs are defined in this research as jobs that have seen the greatest increase in demand, and in average salaries, over the past two years. Essentially, these are the jobs that are in greatest demand in our post-recession economy.

In first place, leading the comeback job top ten list, is tax preparer. If you're not a numbers person, like me, then you'll be happy and perhaps surprised to learn that number two on the top ten list of comeback jobs is customer service representative! This is consistent with the data the NACC has collected over the past two years that looks at customer service rep job growth on a quarter-by-quarter

to preserve the paint, the polish, the original intent of the art. But harming it? Harm is a word I attribute to people who hurt small children, animals and the like-living things. The other way to look at this sign, which I did, was that maybe the sign itself was art, and to enjoy the irony that is was, I walked by and brushed the sign casually with my hand.

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.



basis.

If you are an NACC member you have already received the reports David Butler authored that shows quarter over quarter contact center job growth for the past seven quarters in a row. You have also seen job growth in the second half of 2010 more than double the job growth realized during the first half of 2010. These are impressive numbers.

These numbers are validated by the feet-on-the-street experience of suppliers of hiring solutions who have seen tangible evidence of this increase in demand over the past two years. I recently had a conversation regarding contact center jobs with Joe Gruca, chief executive officer of Atlanta-based HireIQ Solutions, Inc., (www.hireiqinc.com), a supplier of intelligent interviewing solutions for contact centers. Gruca said, "Being on the leading edge of the hiring process, we have observed the uptick in hiring first-hand. Hiring in captive contact centers is accelerating and our business process outsourcer clients are beginning to see increases in their businesses as well. Both are very good signs that our industry is beginning to bounce back."

Finally, the research shows that the average salary for a customer service representative grew 26.17 percent over the past two years, from \$29,335 to \$39,732. If you're a customer service representative, you may want to take a copy of this article with you to your next review. You're welcome.

If you're a contact center manager with salary negotiation and budgetary responsibility, don't shoot the messenger! I only report the news.

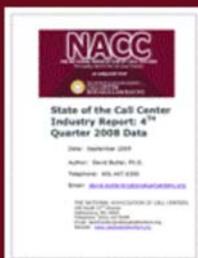
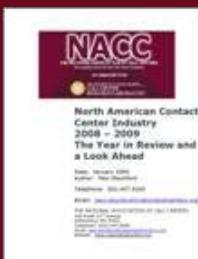
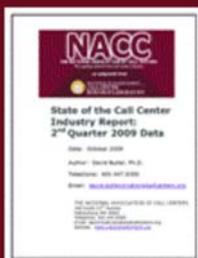
State of the Industry Report 4th Quarter 2010

David Butler, Executive Director, National Association of Call Centers
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The NACC is on the cutting edge of what happens in macroeconomic terms within the contact center industry. For over a decade our research team has tracked call centers as they open, close, expand, contract, add employees, layoff employees, move centers overseas, and much more. As we do each quarter, we report the most recent data in 11 contact center verticals within each US state to allow professionals in the contact center industry to be aware of the trends to make the best, and most informed decisions possible for their business. In the new era of getting back to business basics and growing market share, it makes sense to have this data at your fingertips before spending capital in your business. So, how do you receive these quarterly reports? Simple. Become a member of the NACC. Below is the executive summary from the 4th Quarter 2010 report.

Executive Summary

In the 4th quarter of 2010 more call center jobs were gained in the United States than were lost, creating a seven quarter long job recovery from the recession low of 4th quarter 2008. The number of call centers opening versus closing was also positive indicating that the call center industry is fully recovered from the recession by the end of 2010. The call center job gains were most pronounced in the Financial



Services/Banking/Insurance and Third Party Outsourcing verticals with the largest losses coming from the Telemarketing/Collections vertical. Some states, such as Georgia, Florida and Texas had as strong growth in call center jobs while states such as Pennsylvania and Massachusetts suffered a loss of call center jobs.

For details, including charts and graphics of this and more data, join the NACC at <http://www.nationalcallcenters.org/membership.php>.

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.

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