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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

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newsletter for the
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Volume 6, Issue 7 - August 5, 2011

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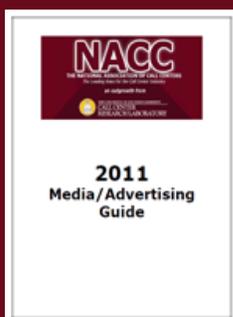
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Underwriters

All leading call center companies and suppliers should examine the *NACC Underwriting* opportunity in 2011 as evidence of their dedication to the growth of

NACC to Release Mid-Year Report & Forecast

Paul Stockford, Research Director, NACC and Chief Analyst, Saddletree Research,
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This month, the NACC will be sending its Mid-Year Report and Forecast to members. The report will cover important industry developments and trends that have occurred over the past 12 months and will include results of last summer's survey of members and newsletter subscribers. A section on technology trends will cover the hottest contact center solutions on the market today and those in greatest demand by contact center professionals. Also covered are today's important market trends and a look ahead at the trends and issues that will undoubtedly impact the market over the next three years.

For the first time, we have invited a limited number of contact center vendors to sponsor this report. As you know, the NACC is a 501(c)(6) not-for-profit membership organization. I believe we are unique in this regard. Our University affiliation gives us access to a very limited number of resources, which we dedicate to helping with our research function; otherwise, we are on our own. Our advertisers and sponsors help us keep the lights on so we can continue to pursue our industry research objectives.

Those companies who accepted our invitation to sponsor this report are:

Calabrio (www.calabrio.com)
VPI, Inc. (www.vpi-corp.com)

Despite the NACC's financial challenges, sponsorship of our reports is not a free-for-all. Only a limited number of sponsorship invitations were offered and the companies above accepted. These are the companies that allow us to continue our work. If not for their support, we would not be able to provide our members with the business opportunities that come through the NACC. Many members have been able to take advantage of these opportunities and there will undoubtedly be more of these business opportunities to come.

In return for the opportunities that have come and those that will come in the future, we ask that you put the companies that support the NACC at the top of your list when you are ready to acquire new technology solutions for your contact center. The values of the companies that sponsor the NACC align with the values of the NACC, so we are comfortable in asking for your support of the companies that support us.

The mid-year report is currently undergoing final edits. In the meantime, we are publishing the Executive Summary of the report. Members should expect to get the report via e-mail next week.

call center industry. See the [NACC Advertising Page](#) for more information.

Share the Knowledge

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NACC Investment Portfolio

Stock	Price	Value	Change
NICE	35.81	8.92	-1.08
VRNT	33.93	13.85	3.85
SYKE	19.29	10.15	0.15
WIT	12.04	8.04	-1.96
CVG	12.61	7.14	-2.86
TTEC	19.90	8.65	-1.35
APAC	8.45	38.24	28.24
TOTAL		94.98	24.98

The *NACC Composite Index* was down this past month 9.73 points to 100.44. This means that the index is just barely holding its own from the start point of 100 points.

NACC Composite Index

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
7/6/11	110.17	-1.48	-1.34
7/28/11	100.44	-9.73	-9.68

The *NACC Investment Portfolio* was up last week to \$94.98. This was in the week before the US debt limit increase. The portfolio was up \$8.45 from the previous month, almost a 10% gain. Not bad.

Dow Composite	-3.06%
S&P 500 Composite	-2.96%
NASDAQ Composite	-2.45%
NACC Composite	-9.68%

North American Contact Center Industry 2011: A Mid-Year Update and Forecast

Contact center industry employment and technology-demand data gathered by the National Association of Call Centers (NACC) indicates that the industry has emerged from the recession and is clearly in recovery mode. Employment has grown for eight calendar quarters in a row, including the first quarter of 2011.

The arrival of the Web2.0 framework in the contact center and the meteoric rise in popularity of social media applications has had a deep and instant impact on the customer service industry. Several companies have responded quickly to this important trend and are emerging as thought leaders and the companies to watch for the remainder of this decade. Ironically, companies that we would have expected to see exhibiting a greater demonstration of industry leadership from are making only token acknowledgement of these customer-driven changes. These important industry dynamics should lead to a very different look in industry leadership as the decade progresses.

[Read More...](#)

Managing Performance For Excellence...And Doing It Right!

Lori Fraser and Steve Suhm, Strategic Contact
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We've all heard the old adage: **"If you can't measure it, you can't manage it"**.

With tools like workforce management (WFM), quality monitoring (QM), Voice of the Customer (VoC) satisfaction surveys, analytics, and a gaggle of management reports, we can measure, measure, measure. But if we want to drive results, we should add:

"... and you had better do it right".

Bypass the common mistakes

The road to performance management is paved with good intentions. Misguided executives and "eager beaver" managers jump at solutions to align their operations with industry best practices. To their credit, they understand the need to leverage the tools of the trade to manage performance. But *how* they define and measure quality can make the difference between success and failure. Common mistakes include:

- **Rushing to implement a performance management program without linking it to business strategy.** It's easy to imitate other centers' programs, especially when they're highlighted as beacons of success. But if their goals are different from yours, you'll drive your agents to achieve something that doesn't really matter or is counterproductive to your mission. Metrics affect behavior. Make sure you choose the right ones.

- **Looking at quality through company-colored glasses.** QM is essential to performance management, but it's not the whole story. QM measures your *internal* adherence to interaction standards, policies, and resource use. To get the whole picture, you need VoC surveys to capture the *external* quality perception. Align your internal and external measurements to make sure your quality perspective is balanced.

- **Beating up agents with numbers.** It's amazing how many centers think they will get better results with the "stick" than the "carrot." Then they wonder why turnover is high! Top centers use metrics in conjunction with collaborative coaching. Agents know their targets, understand how those targets support center goals, and have ready access to daily updates. When they meet with their coaches, they celebrate their successes while setting goals for skill development. They're confident in their ability to "stretch" because their track record demonstrates the capacity for continuous improvement.

Keys to "do it right"

Avoiding the common mistakes will put you on the path to performance management success. To "do it right," make sure you have the following:

- **Strategy: know your mission, the behaviors/results that support it, and the metrics that drive the right performance at all levels of the organization.** Define clear roles/responsibilities and the key performance indicators that go with them. Everything you do with performance management must support your contact center strategy.

- **Design: create balanced scorecards.** Connect the dots between traditional

The *Dow*, *S&P 500* and *NASDAQ* were all down between two and a half and three percent. This drop was less than that of the NACC Composite Index, but down, nevertheless. I am eager for the Dow to close above 13,000. It has teased me near that level several times before falling back. Once it hits that level, I think it will be a good psychological signal to investors that we are truly in for a solid rebound and growth period from the recession.

Quote

"Economics and politics are the governing powers of life today, and that's why everything is so screwy."

-Joseph Campbell

Picture of the Month



I do not see rainbows much anymore. I do not know why this is. Maybe it is because there are fewer rainbows or maybe I am just too busy to see them. When this rainbow appeared the other day, a small child-like joy filled me, something that I had not felt in a while. I wanted to see the full bow, from end to end. It made me want to run barefoot after it and see if the mythological pot of gold was to be found. That did not happen. Instead, I was in a car, on a main road, and took the picture with my phone, and drove underneath the rainbow to watch it fade to a light rain. It made me smile broadly and that was magical enough for me.

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.

- customer contact metrics and business outcomes to assess productivity (efficiency), quality (effectiveness), financial impact (cost, revenue), and the employee experience.
- *WFM, QM, and VOC: invest in performance management tools... and the staffing/training to use them properly.* Whatever your center size, you need a systematic and effective means to address workforce and quality management. Tools vary by center size and sophistication. But with all the sourcing options at your disposal, you'll find something that suits your needs... and your wallet.
- *Analytics: invest in enabling technologies.* Provide the means to measure agent performance, then report and trend it for ongoing continuous improvement initiatives.
- *Training: invest in your people.* It's not enough to provide new hire training and then declare victory. Top centers provide at least 40 hours of training per agent each year to sustain continuous improvement.

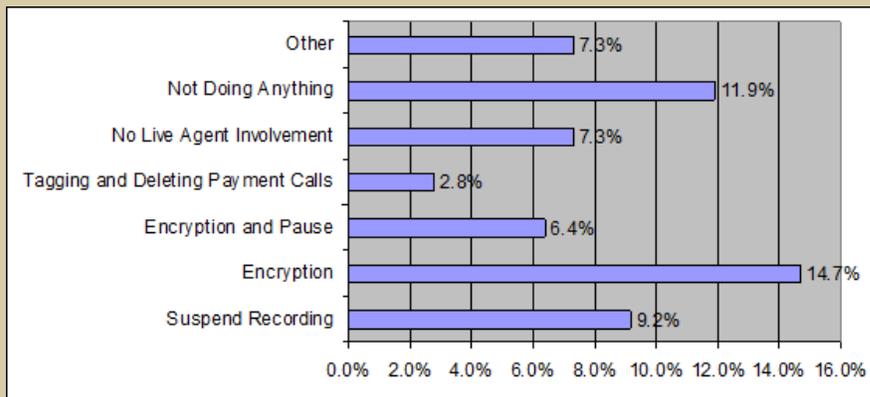
Doing it "right" requires a methodical approach that brings strategy, operations, and technology together to drive excellence in contact center performance. There is no silver bullet to success, yet balancing your efforts across all performance management components will make the effort worthwhile.

PCI Compliance in the Contact Center

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

Identity theft and consumer protection are high on the list of concerns of contact center managers today. Because of the concerns surrounding the protection of sensitive customer data the contact center continues to come under increasing scrutiny by industry organizations such as the Payment Card Industry Security Standards Council (PCI SSC).

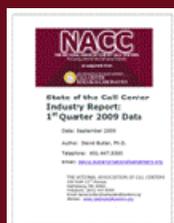
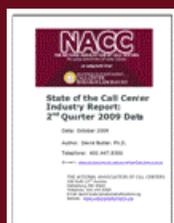
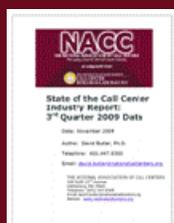
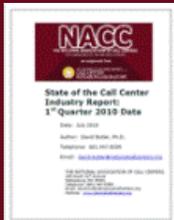
In 2010 the PCI SSC issued guidelines for contact centers regarding the storage of digital recordings that may contain sensitive customer data such as credit card and card verification value (CVV) numbers. Although these guidelines are not law, they have received a great deal of industry attention and we thought it would be interesting to see how the industry is responding to these guidelines. In our most recent survey, we asked respondents how they were handling the protection of such sensitive customer data as credit card information in their contact centers. The results are depicted in the graph below.



Source: NACC

Surprisingly, 40 percent of respondents reported that their agents do not take credit card purchases over the phone. In some of these cases, calls requiring a credit card transaction are transferred to an Interactive Voice Response (IVR) system into which the customer enters credit card data using a touch tone telephone. In other instances, callers input their credit card information directly into the customer relationship management (CRM) system using a touch tone telephone. Although the agent stays on the line with the caller, the DTMF input tones are converted to monotone so they cannot be recognized or recorded.

The remaining 60 percent use the security methods illustrated in the above graph, including doing nothing at all. We expect to see the percentage of respondents reporting doing nothing at all about the protection of sensitive consumer information to lessen or disappear altogether as the problem of identity theft continues to grow.



Call Center Comics!

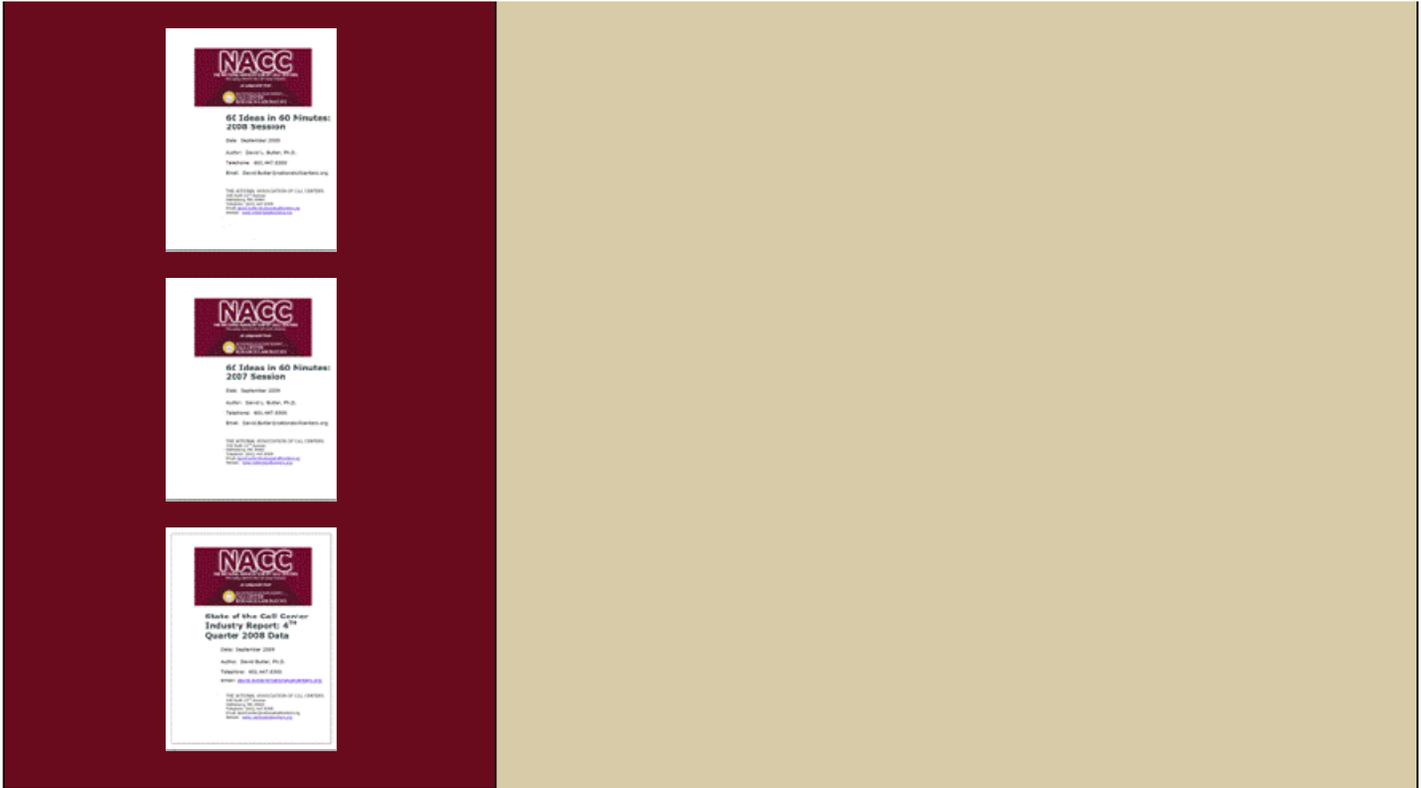


If you like this comic and would like to see more write Ozzie at callcentercomics@yahoo.com and visit his website at http://callcentercomics.com/cartoon_categories.htm or just click on the comic to take you to his page. The NACC appreciates Ozzie letting us use some of his comics in our newsletter.

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