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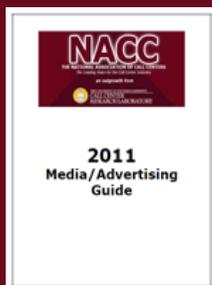
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NACC Investment Portfolio

Stock	Price	Value	Change
NICE	29.09	7.24	-2.76
VRNT	24.50	10.00	0.00
SYKE	14.59	7.68	-2.32
WIT	9.01	6.02	-3.98
CVG	9.10	5.15	-4.85
TTEC	15.36	6.68	-3.32
APAC	8.51	38.51	28.51
TOTAL		81.27	11.27

The NACC Investment Portfolio is still in the black, for now. It was down a \$3.14 from last month. Considering the market volatility of late, I am glad we are still profitable in this

The NACC Needs Your Help!

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

Last month we launched our annual survey of contact center professionals. As we have done each year since 2008 we ask you, our readers, to take part in this survey and ensure that the results are more useful for us all. Just as we have done since 2008, we will publish the survey results in a series of articles in this newsletter that will allow you to benchmark your attitudes, opinions and intentions against those of your peers. We can only do that with your help.

Please take five minutes of your time (literally!) and complete our survey at: www.surveymonkey.com/s/NACC2011

As you know, the NACC is a not-for-profit, university-based organization with limited resources so we count on you, our members and subscribers, for help in conducting our research. We don't ask for any identifying information on the survey so you can be assured that no salesman will call as a result of your participation. None of us at the NACC will call you either, although we're always more than glad to hear from you if you'd like to give us a call or send us an e-mail.

If everyone participates the results will be that much better. Thanks in advance for your support.

Industry Optimism Prevails for 2012

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

Although we're only about halfway through with gathering the number of responses we need for our annual industry survey, early results are showing that for the contact center industry, attitudes toward the future lean heavily toward optimism.

When asked about expectations for the economy in 2012, 4.5 percent of respondents are expecting the economy to be much better than it is in 2011 and 27.3 percent expect it to be somewhat better. 45.5 percent of respondents expect next year's economy to be about the same as this year's.

When asked about expectations for their own companies, respondents were significantly more enthusiastic about the prospects for growth and success. 7.6 percent of respondents expect their business to be much better in 2012. 45.5 percent expect their business in 2012 to be somewhat better than business has been in 2011, and 33.3 percent of respondents expect business will be about the same.

If you haven't weighed in with your opinions on our survey yet, please go to www.surveymonkey.com/s/NACC2011 and let us know what you think. It won't even take five minutes. Scout's honor.

The contact center industry has good reason for its optimism. In the face of a national unemployment rate hovering around nine percent, the contact center industry has seen growth in employment for the last nine quarters in a row. Since the first quarter of 2010, the U.S. contact center industry has seen a net gain of nearly 30,000 jobs, with almost 12,000 of those jobs coming in the second quarter of this year alone. The prospects for continued growth are bright.

If you haven't seen the NACC reports detailing this phenomenal growth record, please contact us about becoming a member.

Is it Time to Replace or Upgrade Your Contact Center Technology?

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Contact center technology projects demand resources that have to be prioritized with other needs and requests. A "functioning" system is often reason enough to delay replacement or upgrade when other technologies are missing or ineffective. Before you know it, your legacy technology falls woefully short of operational needs and requires a king's ransom to upgrade. And if your back is against the wall on a business basis, you may feel pressured to pay it. Here's a handful of expert advice to help you avoid that unfortunate circumstance.

Keep an open dialog with your current vendor. Their product and capability

portfolio. Only one stock, APAC, is profitable from the original purchase price. Verint broke even and the rest of the portfolio stocks are all in negative territory. Convergys is the worst of the group having lost almost 50% of its original value.

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
3/9/10	107.55	8.19	7.62
5/31/10	98.29	-1.66	-1.69
7/6/10	60.63	-37.66	-62.12
9/8/10	64.78	-3.50	-5.40
12/1/10	110.90	37.17	33.52
2/1/11	108.73	-2.17	-2.00
3/23/11	113.35	5.84	5.15
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
9/7/11	80.71	-19.73	-24.44
10/4/11	75.77	-4.95	-6.53

The NACC Composite Index was down again from last month. It now sits at 75.77 points from its all time high in January 2007 of 124.87 points. The starting point of the index was 100 points back in November 2005. Last month, the index dropped 24 points. This month was still a drop but not the freefall of last month.

Dow Composite	-5.31%
S&P 500 Composite	-6.64%
NASDAQ Composite	-5.99%
NACC Composite	-6.53%

Have you ever been in a car with a driver who accelerates to the next stop light only to all but slam on his/her breaks at the light? The light then turns green and the acceleration and breaking continues as if the attempt is to misalign your backbone. Been there? Well that is the way the stock market is acting. Up 2%, no 3%, no 4.5% on some good news from Germany, Greece or the U.S. Federal Reserve. Then the next day, the breaks are slammed on, dropping 3%, no 5% no 6.5%, back up a bit before the market closes. Then two days later, up again, down again. Madness I tell you.

This week, Warren Buffet, one of the most wealthy individuals in the United States and

roadmap will help you understand what operational improvements are possible through effective use of technology. You'll also stay current on their development plans for your system and their timetable for retiring that product line. Even if you don't meet formally to review product plans, follow your vendor's marketing messages to pick up clues on sea changes in their product offerings and support plans.

Take stock of your operational requirements to identify what you need technology to enable.

Are you increasing customization and workarounds, or compromising your requirements to fit your current technology? Are you suffering from a lack of reliability and experiencing extended time to repair? Is your vendor's standard response to solving your business requirements, "Version X does that"? If so, it may be time for a change.

Be open to presentations and bids from multiple vendors. Single sourcing may seem like the "easy" path – especially when the source is the incumbent – but it leaves the vendor in control. A competitive analysis provides the opportunity to learn about possibilities from multiple vendors. For example, some "all in one" vendors may require lower investments than your vendor's "upgrade." Some vendors might offer key functionality more cost effectively than your current vendor. Other vendors might be a better fit based on their product roadmaps and your technology strategy, especially when considering innovations such as presence, multi-media routing and reporting, or performance tools such as speech analytics, text analytics, or new approaches to voice of the customer surveys. At a minimum, you should create the space to secure the best solution and price from the victor – even if it's the vendor with whom you have an established relationship.

Consider adding contact center components to your enterprise telephony infrastructure.

Many of us have lived on our contact center technology "islands" for so long that we don't think about available tools and technologies on the enterprise side of the house. It may be cheaper and easier to add contact center functionality to that infrastructure and/or leverage hosted options to fill specific needs. The latter takes advantage of enterprise technology for "dial tone" while freeing it of the demands of contact center-specific functionality. Moreover, adding hosted components to fill technology gaps may get you farther, faster, with less dependency on IT, while reducing your capital demands.

Recognize that upgrades and replacements create opportunities for performance improvement.

Though we'd like to think that upgrades are the path of least resistance, they can drive as much process change as completely new technology. For instance, changes in core contact center technology can drive routing and reporting process change. Changes in contact center applications can drive new desktop and administrative interfaces. Changes in performance tools can drive WFM and QM process changes.

The bottom line is this: Stay proactively engaged in technology management and planning to ensure your solutions meet business needs at a reasonable price, and are there when you need them.

NACC Mid-Year Update Report Now Available

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

The NACC's mid-year report on the state of the U.S. contact center industry has been completed and sent to members. For those who may be interested in the report's contents, the Table of Contents has been reproduced below. If you are a contact center professional and are interested in your own copy of this report, please contact us about becoming an NACC member or visit our website at <http://www.nationalcallcenters.org/membership.php>.

Once again, the NACC wishes to acknowledge the support of the two companies that sponsored this report; Calabrio (www.calabrio.com) and VPI (www.vpi-corp.com). Our sponsors and advertisers make it possible for us to pursue our industry research objectives and, as always, we ask that you support the companies that support the NACC.

the world, said that the U.S. is not entering into another recession. His portfolio of over 70 companies in Berkshire Hathaway gives him access to all sorts of data that the common person does not have access to. Countering Buffet, you have market strategists, economists, and people like George Soros (who is also very wealthy) saying that we are headed into another recession, if we are not in one now. With all of this confusing and contradictory information it is no wonder that we are riding with crazy drivers in the stock market.

This month, the NACC Composite Index was down about the same as all other major indices, about 5%.

Picture of the Month



Once again, we have a strange summer. A hurricane in New England. Deadly drought, which has lead to deadly fires, in Texas. Unseasonably cool temperatures in the Northwest due to, we are told, the weather pattern known as La Nina. But there is at least one weather pattern we can count on: unabated heat in Death Valley. This picture was taken at Furnace Creek on August 29th. Although Death Valley National Park (the largest park in the Lower 48) is consistently the hottest place in the country in the summer, it goes largely unrecognized as such, because of its consistency. It's seen as an aberration and thus not usually included in national weather reports. Besides, it's a dry heat!

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.

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

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Call Center Comics!

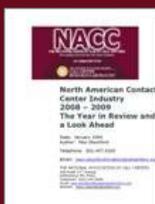
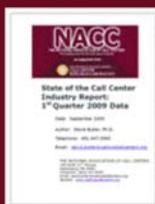
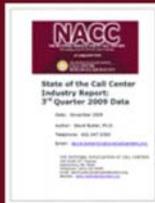
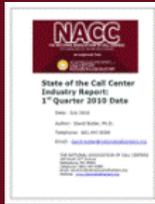
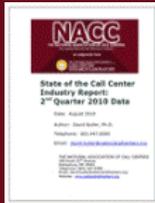


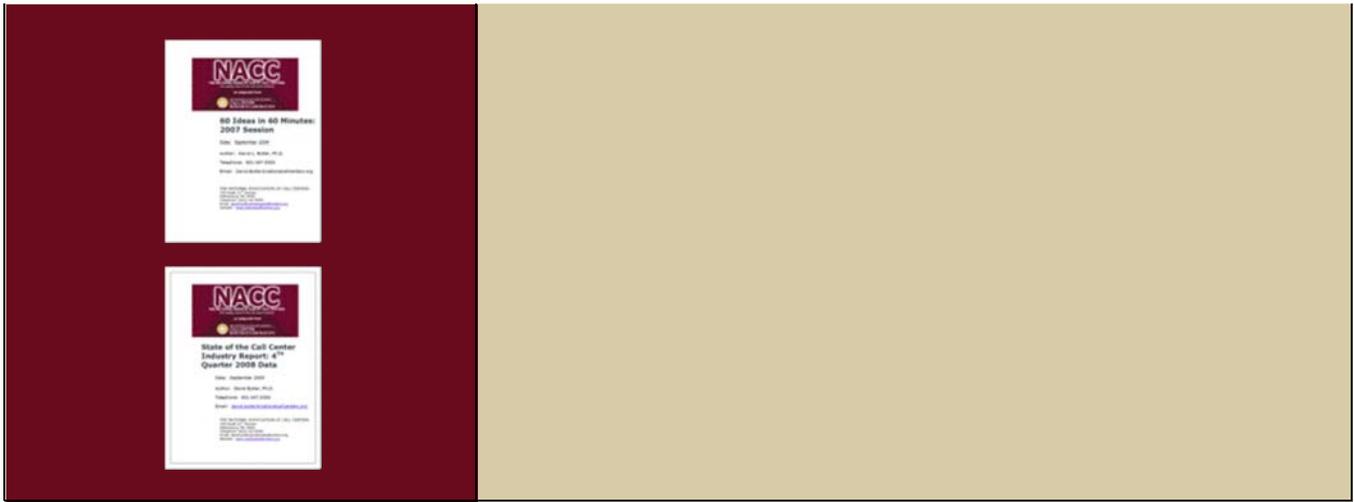
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