Volume 6, Issue 2 - March 4, 2011

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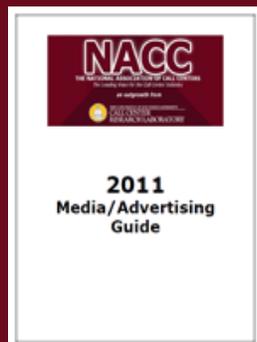Hattiesburg MS 39401
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Circulation

In Queue circulation 53,826

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Your NACC Needs You!

Paul Stockford, Research Director, National Association of Call Centers and Chief Analyst, Saddletree Research, Paul.Stockford@nationalcallcenters.org

Each year the NACC sets aside a limited number of individual memberships that will be offered at no charge to select readers of In Queue. These are full memberships and include all the rights and benefits of individual membership, including:

- All reports issued by the NACC, including quarterly research reports and the annual forecast for the year ahead;
- Inquiry service;
- Peer networking.

A full description of membership benefits can be found at http://www.nationalcallcenters.org/membership.php.

This is an excellent opportunity to become part of this exciting, growing industry organization with no out-of-pocket expense. It is also an opportunity to support the NACC – the industry's only true non-profit, University-based membership organization dedicated to the advancement of the contact center industry and the customer care profession.

In order to qualify for one of these free memberships you must meet the following requirements:

1. You must be a contact center supervisor, manager or other executive; and,

2. You must agree to participate in the occasional surveys that we will send out during the course of the year.

If you have participated in any of our past surveys you already know that our surveys tend to be short and to the point. Every one of them was designed to be completed in a minute or two, literally. We avoid open-ended questions and try to gather general information that will benefit all NACC members and readers of the monthly *In Queue* newsletter.

As always, the results of the surveys will be published in the newsletter for the purpose of benchmarking your experiences, attitudes and intentions against those of your peers. Surveys will be conducted on-line, not on the phone. Although we will keep track of your participation, you will not be identified as a respondent in any way. Your time commitment will be minimal.

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 or sign up for this newsletter by clicking here.

NACC Investment Portfolio

Stock	Price	Value	Change
NICE	33.59	8.36	-1.64
VRNT	34.08	13.91	3.91
SYKE	18.48	9.73	-0.27
WIT	13.11	8.75	-1.25
CVG	13.92	7.88	-2.12
TTEC	21.70	9.44	-0.56
APAC	5.85	26.47	16.47
TOTAL		84.54	14.54

The market has been mixed this past month. Some days and weeks the market is up and other days the market is down. Neither the bulls nor the bears appear to be able to take hold fully. Two of the seven stocks in the NACC Investment Portfolio are in positive territory. The remaining are in negative territory with some, like TeleTech and Sykes, Inc, just barely negative. Convergys is at the bottom at negative 2.12 and APAC is still on top at positive 16.47.

NACC Composite Index

The benefit to us is consistency in the type and number of responses we get to our surveys, which in turn benefits the entire membership. The benefit to you is full access to all the benefits of NACC membership.

To take advantage of this offer please send an e-mail with the word 'Volunteer' in the subject line to Research Director Paul Stockford at paul.stockford@nationalcallcenters.org. If you are already an NACC volunteer and wish to continue in that capacity and receive the membership benefits of the NACC there is no need to respond to this offer. You are still on the volunteer roster.

New Research Coming Your Way

Paul Stockford, Research Director, NACC and Chief Analyst, Saddletree Research
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Next week you will receive two e-mails from the NACC, each with an offer to download a white paper authored by me, Paul Stockford, in my capacity as Chief Analyst at Saddletree Research. Both of these papers cover the rapidly evolving field of contact center analytics.

The first paper discusses the new concept of Unified Analytics in the contact center. Sponsored by Enkata and made available at no charge to you, this paper will define the currently available analytics applications, clarify the specific problems addressed by each, and provide insights into the value of unifying these applications.

The second paper covers the three business use cases for analyzing speech:

- Categorization
- Discovery
- Search and Exploration

The research white paper discusses the pros and cons of each business use case and presents, among other things, an argument for using speech analytics as the foundation for a performance optimization strategy in the contact center. This paper is sponsored by UTOPY and again, is available at no charge to you.

If analytics is a topic of interest to you or any of your colleagues in your organization, I encourage you to download both of these papers. As the author of both of these research papers I am confident that you will find that reading the information contained within will be worth your while.

Process Optimization: Increase Contact Center Efficiency *and* Improve Customer Service

Brian Hinton, Principal Consultant, Strategic Contact

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Most contact centers were not built with all the applications they would ever need, ready to scale as the business grew. Most centers were cobbled together step by step, adding applications and functions as needed to respond to changing requirements. Manual processes bridged the gaps at the desktop and the 'border crossing' as work moved out of the center across the organization. They weren't efficient, effective, or scalable, but they got the job done.

As we observe contact handling in centers of all sizes, shapes and locations, we hear the frustration with disconnected, manual tasks. Symptoms include:

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

The NACC Composite Index was down this path month by 1.13% to 107.51. This is still in positive territory from the starting point of 100, but is still off the highs of January 2010. In the past four months the index has closed up 2x and down 2x, so like the NACC Investment Portfolio, the market does not seem to know where it wants to go at present.

Dow Composite	0.15%
S&P 500 Composite	1.29%
NASDAQ Composite	-0.50%
NACC Composite	-1.13%

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Quote

"No winter lasts forever; no spring skips its turn."
-Hal Borland

- Lots of paper shuffling
- Inconsistent execution, including unmet commitments
- Many layers of review and approval
- High error rates and re-work
- Low self-service success rates
- "Tribal knowledge" rather than manuals and tools to enable process steps
- Low first call resolution leading to high transfer and callbacks

Few have made progress solving these problems by integrating desktop applications or automating processes because process change is hard. IT is busy implementing and maintaining systems and applications, leaving little time to optimize. Ideas for changes go onto wish lists or await a future initiative. And anyone with baggage from a past business process re-engineering initiative probably has a sense of "oh no, not again" whenever suggestions of focused process improvement surface.

But just as broken processes can decrease efficiency and negatively impact the customer, **optimizing processes make the contact center more efficient while improving service.** Take another look at your processes – you'll be surprised at the opportunity.

Contact centers are a great place to start process improvement for the whole organization. You aren't alone in your patchwork system infrastructure and process design. Other departments are in the same boat. But as the kick-off point for many of your organization's customer-facing workflows, you have the wherewithal to create positive change that will have a ripple effect throughout the company.

Contact centers have high human resources costs that are directly impacted by labor intensive, repetitive, high volume processes. Our estimates place labor costs at 67-76% of your total budget. [See "Cost Structure and Distribution in Today's Contact Centers."] There is "low hanging fruit" that could generate results – in measurable payback – quickly and secure buy-in to go farther.

Process improvement is easier with technology. There are also some very real possibilities that could get you started without a road-blocking capital request.

- Underutilized technology that you already have – data-directed routing tools, workflow components of your current CRM or KM
- Basic unified communications components – presence/IM, conferencing, collaboration tools
- CEBP tools from your current contact center vendor – workflow events that trigger communication
- Desktop process analysis, application integration and process automation tools

Contact centers notoriously have to do more with less. But you have to stop decreasing service to improve efficiency by haphazardly reducing labor or eliminating useful process steps. Improving processes is a golden opportunity. You can get more efficient *while* improving service, breaking the historical tradeoff between better service and lower cost and shifting to a new paradigm where you can have it all.

Web 2.0 + APIs + Gadgets = One Cool Desktop

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Agent and supervisor desktops are clearly on the collective mind of the industry according to the results of the NACC's 2010 survey of end-users. 20 percent of respondents indicated that they intended to evaluate desktop software for purchase in 2011. An additional five percent responded that they have already funded desktop

Picture of the Month

A picture of the famous, and famously substandard, Russian car, Lada, seen here in a small village outside of the Karelian town of Petrozavodsk. Nevertheless, the car endures under various names and models in many countries around the world. With its enduring chassis design, it remains a symbol of both Soviet and post-Soviet Russia. This is because it is at once a throwback to a simpler mechanical era even as it represents the possibilities of a Russia struggling to gain a manufacturing foothold in the world. An editor at Wikipedia argued that the Lada remains popular, in part, because of its "simple DIY-friendly mechanics and unpretentious functionality" which, of course, is another way to say that the car's guts are pretty old school and easy to fix for the home mechanic. Not coming to an American car dealer near you anytime soon.

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.

software for purchase this year.

In our 2010 survey we asked respondents to rank a number of software solutions relative to their interest, intentions and attitudes toward ownership of them. Of all the solutions listed, the one that garnered the greatest number of respondents stating that they intended to evaluate it for purchase over the next year was Desktop Analytics. For those of you not familiar with Desktop Analytics you will have the opportunity to download a research paper authored by yours truly covering that topic in April. For those of you already familiar with Desktop Analytics, you will not be surprised to learn that 33 percent of respondents stated their interest in evaluating Desktop Analytics for purchase in 2011.

I recently had the opportunity to review what I believe will be the agent and supervisor desktop of the future. Based upon a Web 2.0 framework and leveraging third-party applications and widgets, which are essentially small applications that can be installed and executed by an end-user within a web page, this new desktop allows users of all levels to customize the desktop and populate it with applications that are most useful for performing whatever task they are assigned.

My first exposure to this new desktop came in the form of the Cisco Finesse desktop, introduced in November of 2010. Cisco Finesse is a thin client agent desktop application that is completely browser-based and implemented through a Web 2.0 interface. What makes this desktop really cool, beyond its ability to support widgets and gadgets for desktop personalization, is its ability to process customer conversations in real-time and dynamically change the agent desktop based upon the course of the conversation. Agents will no longer have to manually toggle through applications during customer conversations, relying instead on speech analytics to provide dynamic, real-time screen changes based upon words and phrases spoken during the conversation. Cool, or what?

Calabrio has already taken this desktop and made it part of their Web 2.0-based Calabrio ONE workforce optimization (WFO) suite. Calabrio provides a library of widgets that can be added to an agent or supervisor desktop to provide a personalized workspace designed to specifically address task requirements. These new applications are literally dragged and dropped from the library to the desktop and are immediately operational. Once again, cool.

The agent and supervisor desktop is becoming an increasingly valuable piece of contact center real estate for both suppliers and buyers. When used within the Web 2.0 framework, the desktop has the potential to significantly and positively impact agent training time and average call handle time in the future.

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
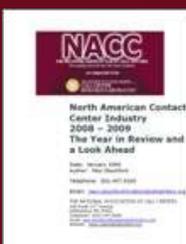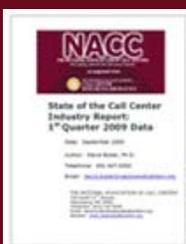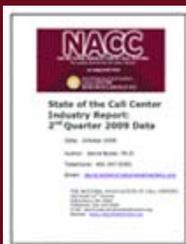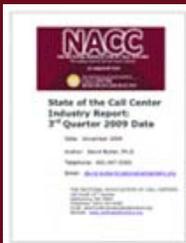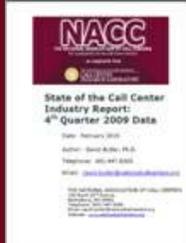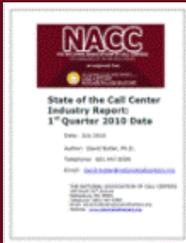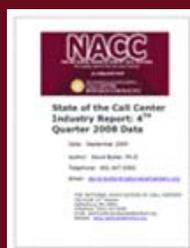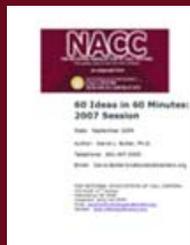
http://callcentercomics.com/cartoon_categories.htm or just click on the comic to take you to his page. The NACC appreciates Ozzie letting us use some of his comics in our newsletter.

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