Call Center Strategies 2009
Improving Service Delivery

Assembling the right mix of resources to ensure high-quality, cost-effective customer care is a constantly evolving challenge. Selecting, training, managing, and motivating a large pool of employees requires creativity, enthusiasm, and perseverance. Determining the right combination of technology and personal touch is also a moving target as customer needs and expectations evolve. Many companies that have hit the mark have found it's even more challenging to stay on top.

With this in mind, the Ascent Group conducted its third annual call center benchmarking study to better understand how companies are managing inbound customer care. We asked companies to share their experiences to help us identify the practices that make or break a customer contact center. We also asked companies to provide performance benchmarks so we could identify "best performers"—companies providing the best service at the best cost. The results of this research are contained in our report, *Call Center Strategies 2009*. This is the Ascent Group's third annual benchmarking study of inbound call centers.

Research topics included:

- Call Center Benchmarking Comparisons by Industry
- First Call Resolution Performance
- Frontline Training Practices
- Supervisory Training
- Reward & Recognition Approaches
- Monitoring Call Quality
- IVR Performance

Call Center Benchmark Performance

We asked companies to report call center operational data so we could calculate several performance benchmarks. The following benchmark metrics were collected and calculated, based on participant feedback:

- Unit cost (cost per call – Operational & Maintenance costs only – direct labor, contractor costs, overtime, and non-labor O&M; no capital costs or overheads)

- % Abandoned calls (total calls handled versus total calls offered)

- % Call resolved on first contact (of total calls handled)

- Calls handled per FTE (per month)

- % Agent availability (time on phone or available to take calls)

- Service Level conformance (percent of days service level goals achieved)

Sample Inbound Call Center Scripts

Real Bergevin,Afshan Kinder,Winston Siegel,Bruce Simpson

Sample Inbound Call Center Scripts:

Call Centers For Dummies Real Bergevin,Afshan Kinder,Winston Siegel,Bruce Simpson,2010-04-16 Tips on making your call center a genuine profit center In North America call centers are a 13 billion business employing 4 million people For managers in charge of a call center operation this practical user friendly guide outlines how to improve results measurably following its principles of revenue generation efficiency and customer satisfaction In addition this new edition addresses many industry changes such as the new technology that s transforming today s call center and the location neutral call center It also helps readers determine whether it s cost efficient to outsource operations and looks at the changing role and requirements of agents The ultimate call center guide now revised and updated The authors have helped over 60 companies improve the efficiency and effectiveness of their call center operations Offers comprehensive guidance for call centers of all sizes from 20 person operations to multinational businesses With the latest edition of Call Centers For Dummies managers will have an improved arsenal of techniques to boost their center s bottom line **Sales Growth** McKinsey & Company Inc.,Thomas Baumgartner,Homayoun Hatami,Maria Valdivieso de Uster,2016-05-11 The challenges facing today s sales executives and their organizations continue to grow but so do the expectations that they will find ways to overcome them and drive consistent sales growth There are no simple solutions to this situation but in this thoroughly updated Second Edition of Sales Growth experts from McKinsey Company build on their practical blueprint for achieving this goal and explore what world class sales executives are doing right now to find growth and capture it as well as how they are creating the capabilities to keep growing in the future Based on discussions with more than 200 of today s most successful global sales leaders from a wide array of organizations and industries Sales Growth puts the experiences of these professionals in perspective and offers real life examples of how they ve overcome the challenges encountered in the quest for growth The book broken down into five overarching strategies for successful sales growth shares valuable lessons on everything from how to beat the competition by looking forward to turning deep insights into simple messages for the front line Page by page you ll learn how sales executives are digging deeper than ever to find untapped growth maximizing emerging markets opportunities and powering growth through digital sales You ll also discover what it takes to find big growth in big data develop the right sales DNA in your organization and improve channel performance Three new chapters look at why presales deserve more attention how to get the most out of marketing and how technology and outsourcing could entirely reshape the sales function Twenty new standalone interviews have been added to those from the first edition so there are now in depth insights from sales leaders at Adidas Alcoa Allianz American Express BMW Cargill Caterpillar Cisco Coca Cola Enterprises Deutsche Bank EMC Essent Google Grainger Hewlett Packard Enterprise Intesa Sanpaolo Ita Unibanco Lattice Engines Mars Merck Nissan P G Pioneer Hi Bred Salesforce Samsung Schneider Electric Siemens SWIFT UPS VimpelCom Vodafone and W rth Their stories as well as numerous case studies touch on some of the most essential elements of sales from adapting

channels to meet changing customer needs to optimizing sales operations and technology developing sales talent and capabilities and effectively leading the way to sales growth Engaging and informative this timely book details proven approaches to tangible top line growth and an improved bottom line Created specifically for sales executives it will put you in a better position to drive sales growth in today s competitive market **Call Center Continuity Planning** Jim Rowan,2019-04-23 A disruption in your call center operation can conceivably cost you hundreds of thousands of dollars And multiple disruptions can cost in the millions Call Center Continuity Planning shows you how to plan for and avoid service interruptions through disasters large and small This book will show you how to deal with everything from power outag

The Development of Natural Language Processing China Info & Comm Tech Grp Corp,2021-06-09 This book is a part of the Blue Book series Research on the Development of Electronic Information Engineering Technology in China which explores the cutting edge of natural language processing NLP studies The research objects of natural language processing are evolved from words phrases and sentences to text and research directions are from language analysis language understanding language generation knowledge graphs machine translation to deep semantic understanding and beyond This is in line with the development trend of applications And for another typical NLP application machine translation from text translation to voice and image translation now simultaneous interpretation progress of technology makes the application of machine translation deeper and wider into diverse industries This book is intended for researchers and industrial staffs who have been following the current situation and future trends of the natural language processing Meanwhile it also bears high value of reference for experts scholars and technical and engineering managers of different levels and different fields

Understanding Session Border Controllers Kaustubh Inamdar,Steve Holl,Gonzalo Salgueiro,Kyzer Davis,Arunachalam Chidambaram,2018-11-28 The complete guide to deploying and operating SBC solutions Including Cisco Unified Border Element CUBE Enterprise and service provider networks are increasingly adopting SIP as the guiding protocol for session management and require leveraging Session Border Controller SBC technology to enable this transition Thousands of organizations have made the Cisco Unified Border Element CUBE their SBC technology of choice Understanding Session Border Controllers gives network professionals and consultants a comprehensive guide to SBC theory design deployment operation security troubleshooting and more Using CUBE based examples the authors offer insights that will be valuable to technical professionals using any SBC solution The authors thoroughly cover native call control protocols SBC behavior and SBC s benefits for topology abstraction demarcation and security media and protocol interworking They also present practical techniques and configurations for achieving interoperability with a wide variety of collaboration products and solutions Evaluate key benefits of SBC solutions for security management and interoperability Master core concepts of SIP H 323 DTMF signaling interoperability call routing fax modem over IP security media handling and media signal forking in the SBC context Compare SBC deployment scenarios and optimize deployment for your environment Size

and scale an SBC platform for your environment prevent oversubscription of finite resources and control cost through careful licensing Use SBCs as a back to back user agent B2BUA to interoperate between asymmetric VoIP networks Establish SIP trunking for PSTN access via SBCs Interoperate with call servers proxies fax servers ITSPs redirect servers call recording servers contact centers and other devices Secure real time communications over IP Mitigate security threats associated with complex SIP deployments Efficiently monitor and manage an SBC environment **Business Process Management Workshops** Manfred Reichert,Hajo A. Reijers,2016-07-25 This book constitutes the refereed proceedings of ten international workshops held in Innsbruck Austria in conjunction with the 13th International Conference on Business Process Management BPM 2015 in September 2015 The seven workshops comprised Adaptive Case Management and other Non workflow Approaches to BPM AdaptiveCM 2015 Business Process Intelligence BPI 2015 Social and Human Aspects of Business Process Management BPMS2 2015 Data and Artifact centric BPM DAB 2015 Decision Mining and Modeling for Business Processes DeMiMoP 2015 Process Engineering IWPE 2015 and Theory and Applications of Process Visualization TaProViz 2015 The 42 revised papers presented were carefully reviewed and selected from 104 submissions In addition four short papers and one keynote from TAProViz are also included in this book *A Practical Guide to CRM* Janice Reynolds,2002-02-05 In today s global economy the customer has more and better choices than ever before bringing on one of the biggest challenges the business community faces today customer loyalty and retention To thrive in today s customer driven economy a company need **Top Telemarketing Techniques** Ellen Bendremer,2003-05-19 Top Telemarketing Techniques is an information packed resource for all sales professionals It offers expert insight and proven strategies for using the telephone as a powerful and effective sales tool This book offers valuable information needed to develop improve upon and fully utilize your telephone sales skills allowing you to close more sales over the telephone Telemarketing is a highly cost effective and timesaving alternative to most other forms of sales and marketing for any organization Top Telemarketing Techniques offers solutions for utilizing the telephone to close more sales and generate higher revenues If you re a salesperson manager entrepreneur or business leader this is the one sales training book you need to begin maximizing your use of the telephone in order to vastly improve sales and customer relations The Call Center Handbook Keith Dawson,2007-03-30 This book is for people who work in a call center and common traits the call center location must offer It contains practical observations about how to use particular technologies and ideas about how to run the call center which has become its own corporate discipline It Enabled Practices And Emerging Management Paradigms Gupta,2008-08 Papers presented at the Third National IT Conference **Psychosocial Job Dimensions and Distress/Well-Being: Issues and Challenges in Occupational Health Psychology** Renato Pisanti,Anthony J. Montgomery,James Campbell Quick,2018-02-01 Over the last three decades a large body of research has showed that psychosocial job dimensions such as time pressure decision authority and social support could have significant implications for psychological distress and well being Theoretical models such as the job

demand control social support model JDCS model the effort reward imbalance model ERI model the job demands resources model JDR model and the vitamin model suggest that distress and positive dimensions at work well being and motivation can be considered as two sides of the same coin If the job is designed to provide the right mix of psychosocial job dimensions e g optimal time pressure decision authority and social support work can boost job engagement and well being as well as productive behaviors at work When the job is not designed in an optimal way e g too much time pressure and too little decision authority work can trigger stress reactions and burnout Although some insight has been gained on how job dimensions could predict distress and well being and also into the dimensions that might moderate and mediate these associations research still faces several challenges Firstly most of this research has been cross sectional in nature thus making it difficult to conclude on the long term effects of psychosocial job dimensions Another challenge concerns how the contextual dimensions can be incorporated into micro levels models on employee stress and well being Nowadays work is carried out in the context of a wider environment that includes organizational variables So far the role of the organizational variables in the theoretical frameworks for explaining the relationships between psychosocial job dimensions employee distress and well being has often been underplayed The main aim of this research topic is to bring together international research from different theoretical and methodological perspectives in order to advance knowledge and practice in the field of work stress **The Call Center Dictionary** Madeline Bodin,2002-01-03 Call centres have become the crucial front line for managing customer relationships This book covers a range of call center terminology It explains relevant terms and provides the call center manager with a quick reference that covers the technology and operational issues that come up in running and improving a call center *Designing the Best Call Center for Your Business* Brendan Read,2005-01-02 Designing the Best Call Center for Your Business examines all key aspects of opening and expanding a live agent call center with in depth coverage on facilities and workstation design site selection including communications and power backups f

A Practical Guide to Call Center Technology Andrew Waite,2002-01-02 Get the most out of ACDs automatic call distributors and other complex systems in order to boost customer satisfaction and increase sales Includes three ready to use RFPs request for proposals for buying an ACD computer telephony system or recording Interview Speak Barbara Limmer,Laura Browne,2025-07-15 Discover how to decipher the most important job interview questions so you can tell your interviewer what they really want to know Interview Speak shows you how to ace job interviews by answering the questions behind the questions Written for job seekers in any field Interview Speak shows you how to draw on your own unique skillset and deliver answers that will make you stand out In Interview Speak you ll learn how to Break down questions from the interviewer s point of view Anticipate potential questions from a job description Develop authentic answers that make you stand out Navigate different interview stages Recognize and respond to different types of interview questions Ever felt like you needed a translation guide for a job interview Interview Speak is that book From what are your weaknesses to what

salary are you looking for why did you leave your last job to what questions do you have you ll learn what employers are looking for when they ask these questions and how to give the best answer for you Have you ever left an interview thinking nailed it and all you heard back was a short rejection What happened Didn t you say all the right things Here s the hard truth probably not Job recruiters screeners and interviewers speak their own language If you want to know what they re really asking you need to learn interview speak About the book Interview Speak translates the most common important and difficult interview questions into plain English and reveals how to answer them effectively and authentically Experienced interview coaches and employment consultants Barbara Limmer and Laura Browne decode dozens of interview transcripts including a few clueless responses that may seem all too familiar You ll learn to appear confident and qualified as you turn your good answers into great ones What s inside An insider s perspective on the job interview Dozens of sample answers to common questions No canned replies develop your own authentic responses About the reader For job seekers in any field About the author Barbara Limmer has personally coached thousands of professionals and executives from around the world Laura Browne has extensive experience in leadership and management development including time as Senior Director of Human Resources for a global tech company Table of Contents Part 1 1 Welcome to Interview Speak Part 2 2 Common questions and special situations 3 Interpersonal skills questions 4 Perseverance skills failures and negative situations questions 5 Leadership hiring and motivating skills questions 6 Problem solving time management negotiation and change questions 7 Questions by job function Part 3 8 Not doing your homework not being real or leaving without 9 Not hearing the question the whole question and the heart of the question 10 Giving answers that sound good to you but aren t Part 4 11 Interview stages and translations before during and after 12 How to deal with bad interviewers and really good ones Part 5 13 Next steps A Interview questions by chapter B Questions to think about C Interview preparation checklist D Post interview evaluation

Cisco Unified Contact Center Enterprise (UCCE) Gary Ford,2011-06-27 Cisco Unified Contact Center Enterprise UCCE The complete guide to managing UCCE environments tips tricks best practices and lessons learned Cisco Unified Contact Center Enterprise UCCE integrates multiple components and can serve a wide spectrum of business requirements In this book Gary Ford an experienced Cisco UCCE consultant brings together all the guidance you need to optimally configure and manage UCCE in any environment The author shares in depth insights covering both the enterprise and hosted versions of UCCE He presents an administrator s view of how to perform key UCCE tasks and why they work as they do He thoroughly addresses application configuration agents scripting IVR dial plans UCM error handling reporting metrics and many other key topics You ll find proven standardized configuration examples that help eliminate errors and reduce downtime step by step walkthroughs of several actual configurations and thorough coverage of monitoring and troubleshooting UCCE systems Cisco Unified Contact Center Enterprise UCCE is an indispensable resource to help you deploy and operate UCCE systems reliably and efficiently Understand the Cisco Unified Contact Center product portfolio and platform architecture Choose the

right single site multi site or clustered deployment model for your environment Take a lifecycle services approach to UCCE deployment and application configuration including preparation planning design and implementation Implement traditional current generation and next generation call routing Master the latest best practices for call flow scripting Understand UCCE s nodes and distributed processes and build a clean system startup sequence Design implement and deliver unified CM IP IVR solutions Set up and efficiently manage UCCE databases Make the most of UCCE s reporting tools Create advanced applications with Data Driven Routing Effectively maintain any UCCE deployment including older versions Use a best practice methodology for troubleshooting and master valuable little known Cisco diagnostic tools This IP communications book is part of the Cisco Press Networking Technology Series IP communications titles from Cisco Press help networking professionals understand voice and IP telephony technologies plan and design converged networks and implement network solutions for increased productivity *Focus on Markets and Marketing* Patricia Coate,2007 This e book contains a series of articles on marketing and the latest innovative methods that companies are using to reach new markets specifically geographical new markets such as China and Japan This e book includes contributions from authors from Deloitte and Lippincott Mercer **Organizational Dynamics of Technology-Based Innovation: Diversifying the Research Agenda** Tom McMaster,David Wastell,Elaine Ferneley,Janice DeGross,2007-06-01 This volume presents papers from the 10th Working Conference of the IFIP WG 8 6 on the adoption and diffusion of information systems and technologies It explores the dynamics of how some technological innovation efforts succeed while others fail The book looks to expand the research agenda paying special attention to the areas of theoretical perspectives methodologies and organizational sectors

Laboring Below the Line Frank Munger,2002-04-25 As the distribution of wealth between rich and poor in the United States grew more and more unequal over the past twenty years this economic gap assumed a life of its own in the popular culture The news and entertainment media increasingly portrayed the lives of the poor with such stereotypes as the lazy welfare mother and the thuggish teen offering Americans few ways to learn how the other half really lives Laboring Below the Line works to bridge this gap by synthesizing a wide range of qualitative scholarship on the working poor The result is a coherent nuanced portrait of how life is lived below the poverty line and a compelling analysis of the systemic forces in which poverty is embedded and through which it is perpetuated Laboring Below the Line explores the role of interpretive research in understanding the causes and effects of poverty Drawing on perspectives of the working poor welfare recipients and marginally employed men and women the contributors an interdisciplinary roster of ethnographers oral historians qualitative sociologists and narrative analysts dissect the life circumstances that affect the personal outlook ability to work and expectations for the future of these people For example Carol Stack views the work aspirations of an Oakland teenager for whom a job is important even though it strains her academic performance And Ruth Buchanan looks at low wage telemarketing workers who are attempting to move up the economic ladder while balancing family education and other

important commitments What emerges is a compelling picture of low wage workers one that illustrates the precarious circumstances of individuals struggling with the economic conditions and institutions that surround them Each chapter also explores the capacity for economic survival from a different angle with ancillary commentary complementing the ethnographies with perspectives from other fields of study such as economics At this moment of governmental retrenchment ethnography s complex nonstereotypical portraits of individual people fighting against poverty are especially important Laboring Below the Line reveals the ambiguities of real lives the potential for individuals to change in unexpected ways and the even greater intricacy of the collective life of a community *CallCenter Management by the Numbers* Jon Anton,Jodie Monger,Debra Sue Perkins,1997 Annotation With the emergence of the callcenter as a mission critical part of the corporate customer service strategy management of the callcenter has moved from a reactive fire fighting style to a more proactive tactical style of professional management Measurements drive behavior and you get what you measure and reward The primary purpose of this book is to provide new professional callcenter managers with a methodology for managing their callcenter by the numbers

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Policy Driven Data Center with ACI, The Dec 21, 2014 — Using the policy driven data center approach, networking professionals can accelerate and simplify changes to the data center, construction of ... Policy Driven Data Center with ACI, The: Architecture ... The book is a fast paced walkthrough in order to understand the concepts to build and maintain the Cisco ACI environment. The reader will quickly understand the ... The Policy Driven Data Center with ACI Book description. Use policies and Cisco® ACI to make data centers more flexible and configurable—and deliver far more business value. Policy Driven Data Center with ACI, The: Architecture ... Cisco data center experts Lucien Avramov and Maurizio Portolani thoroughly explain the architecture, concepts, and methodology of the policy driven data center. The Policy Driven Data Center with ACI: Architecture, ... This book is designed to provide information about Cisco ACI. Every effort has been made to make this book as complete and as accurate as possible, ... The Policy Driven Data Center with ACI - ACM Digital Library Dec 31, 2014 — Use policies and Cisco ACI to make data centers more flexible and configurableand deliver far more business value Using the policy driven ... The policy driven data center with aci architecture concepts ... It will utterly ease you to look guide the policy driven data center with aci architecture concepts and methodology networking technology as you such as. By ... The Policy Driven Data Center with ACI: Architecture ... Cisco data center experts Lucien Avramov and Maurizio Portolani thoroughly explain the architecture, concepts, and methodology of the policy driven data center. Policy Driven Data Center with ACI, The: Architecture ... Using the policy driven data center approach, networking professionals can make their data center topologies faster to configure and more portable. The policy driven data center with ACI The policy driven data center with ACI : architecture, concepts, and methodology / Lucien Avramov, Maurizio Portolani.-book. Free Restaurant SOP Template - Safety Culture Aug 15, 2023 — A restaurant SOP template specifically allows employees to know what their duties are directly by presenting them in a clear and concise manner. Standard Operating Procedure Forms These are templates for new and existing businesses to document their standard operating procedures for the Health Department and DATCP. How

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