

## Chapter 5: Acquiring Necessary Data

"We're drowning in information and starving for knowledge."

RUTHERFORD D. ROGERS

Collecting the data you need for effective contact center management is a critical but often undervalued activity in the planning process. To many, it sounds mechanical—a humdrum step on the path to bigger and better things. Au contraire!

Inaccurate forecasts, spotty quality and unnecessary costs can all stem from a lack of good information. Acquiring the data that you need will take you to all corners of your organization and into the farthest reaches of the external environment. It's one of the most involved, politically-charged and outwardly-focused aspects of successfully managing a customer contact center. And it can be quite a bit of fun!

### Sources of Data

The information necessary for effective planning and management comes from many different places. Consider the systems, departments and external sources of information that a customer support operation for (let's say) a financial services firm would turn to (listed in no specific order):



Customer information systems



ACD systems



Quality observation/recording systems



Workforce optimization systems



Social media management tools



Analytics and AI applications



Web servers

