

# Call Centers: Turnover Measures and Practices at the U.S. Census Bureau

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# Definition of the Service

## Revenue received for the provision of call center services

- **Market Provision of Services**
  - Employers
  - Non-employers
- **Captive Services – enterprise support establishments (ancillaries, auxiliaries)**
  - Cost of services (expenses as proxy for revenue)
  - Employment



# 2012 Size Data\*

Type	Estabs.	Employment	Revenue
Employers	5,298	434,882	\$16,508,000,000
Non-Employers	19,216	N/A	\$ 292,181,000
Total	24,514	N/A	\$ 16,800,181,000+

\* 2012 County Business Patterns, Service Annual Survey and Non-Employer Statistics 2012 – 2012 Economic Census data not scheduled for release until October 2014.



# Turnover Data Availability

- **Comprehensive Economic Census Data**
  - Collected in years ending with 2 and 7
  - Detailed industry and product turnover data
- **Service Annual Survey**
  - Sample based estimates
  - Industry turnover estimates
  - Product turnover estimates at Industry Group level
- **Quarterly Services Survey**
  - Sample based estimates
  - Industry group revenue estimates
  - Class of customer breakouts



# Additional Data Collected

- **Economic Census**
  - Class of customer breakdown
  - Value of exported services
  - Employment/payroll
  - Value of employer benefits
  - Franchise status
- **Service Annual Survey**
  - Operating expenses (personnel costs, expensed materials and supplies, expensed purchased services, other expenses)
  - e-commerce revenue



# Census Collection Practices

- Single survey form covers multiple NAICS industries
- Industry assigned by respondent based on kind-of-business (kb) activity inquiries
- Common product list collected across many (but not all) industries
- Both sections (kb and product) of the survey form are considered
- Resulting data tabulated at 2-, 3-, 4-, 5-, and 6-digit levels of NAICS



# Other Practices

- **Service Annual Survey (SAS) uses industry group specific forms including product lines but no KBs**
- **SAS sample augmentation for births**
- **SAS benchmarked to Economic Census**
- **Quarterly Services Survey (QSS) subset of SAS**
- **QSS benchmarked to SAS**
- **SAS – mandatory**
- **QSS – voluntary**



# Additional Details Collected in 2007 and Later

- **Business Expenses** – In Census years, the SAS program collects 20 expense groupings, including estimates for expenditures on cost of purchased software; cost of purchased repair and maintenance services, cost of data processing and purchased computer services; and cost of rental and lease payments.





# Iterative Process

## Revenue and Product Details

- 1997 – Revenue data collected at the new NAICS industry level for Telephone Answering Services and Telemarketing Services (Pre-NAPCS)
- 2002 – Separate “product” lines for answering services and telemarketing services (still NAICS Industry level)
- 2007 – Telemarketing services products split to capture detail for inbound services and outbound services



# Example Product Collection

7. Telemarketing services				
a. Outbound telemarketing services . . . . .	32951			
b. Inbound telemarketing services . . . . .	32952			
c. Add lines 7a and 7b . . . . .	32950			
8. Telephone answering and messaging services (including contact/call center services.) . . . . .	32960			

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Additional products reported in 2007 Economic Census:

- Document preparation services
- Mail room services and mail box rentals
- Mail presorting and address barcoding
- Fax transmission services
- Packaging and labeling services
- Fund raising services
- Sale of merchandise
- Debt collection services



# Product Distribution

## Relative importance of top 5 products collected for Call Centers

Product	Value (\$ approx)	Percent of Reported Revenue
• Telemarketing	13,702,710,000	94.5%
• Answering Svcs.	2,280,995,000	91.4%
• Fundraising	83,125,000	84.7%
• Debt Collection	76,125,000	54.8%
• Resales Merch.	31,181,000	15.1%

Establishments tend to specialize

\$538M Other operating receipts - 13.1% of total reported revenue for those establishments





# Comparability of Price and Product Data

There are currently no SPPIs for Call Center Activities produced. There is no comparable CPI for call center services.



# Additional Work

**Detail important missing or unclear products in NAPCS:**

- **Clarify other modes of communication including chat, e-mail, and instant messaging.**
- **Clarify outsourced customer service/help line services within inbound telemarketing services?**



# More Additional Work

Look for potential additional detail in products – are we missing something when other revenue is the third largest product line?

Look for product overlap or reporting problems with debt collection and fundraising? Is there reporting confusion over outsourced call center activities vs. actual topic of outsourced activity?



# Questions?

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