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

29th Meeting of the Voorburg Group
Dublin, Ireland

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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*

<table>
<thead>
<tr>
<th>Type</th>
<th>Estabs.</th>
<th>Employment</th>
<th>Revenue</th>
</tr>
</thead>
<tbody>
<tr>
<td>Employers</td>
<td>5,298</td>
<td>434,882</td>
<td>$16,508,000,000</td>
</tr>
<tr>
<td>Non-Employers</td>
<td>19,216</td>
<td>N/A</td>
<td>$292,181,000</td>
</tr>
<tr>
<td>Total</td>
<td>24,514</td>
<td>N/A</td>
<td>$16,800,181,000+</td>
</tr>
</tbody>
</table>

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
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

<table>
<thead>
<tr>
<th>Product</th>
<th>Value ($ approx)</th>
<th>Percent of Reported Revenue</th>
</tr>
</thead>
<tbody>
<tr>
<td>Telemarketing</td>
<td>13,702,710,000</td>
<td>94.5%</td>
</tr>
<tr>
<td>Answering Svcs.</td>
<td>2,280,995,000</td>
<td>91.4%</td>
</tr>
<tr>
<td>Fundraising</td>
<td>83,125,000</td>
<td>84.7%</td>
</tr>
<tr>
<td>Debt Collection</td>
<td>76,125,000</td>
<td>54.8%</td>
</tr>
<tr>
<td>Resales Merch.</td>
<td>31,181,000</td>
<td>15.1%</td>
</tr>
</tbody>
</table>

Establishments tend to specialize
- $538M Other operating receipts - 13.1% of total reported revenue for those establishments
Future Product Collection

Planning full NAPCS implementation in 2017 Economic Census

• All products eligible for all industries
• One product code regardless of producing industry
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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