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2015

On behalf of both the ICMI team and our greater community of contact center professionals, thank you for your interest in contributing to icmi.com. Because of experts like you, we're able to produce content from a diversity of perspectives, in a variety of formats, with the singular mission of being the leading global provider of contact center resources. Our success in this mission hinges on the passion, dedication, and expertise of the thought leaders, like you, who share their stories and experiences.

In 2015, we're using each month to cover some of the hottest topics facing today's contact center from culture to metrics and everything in between. We're increasing the variety of our content and will be producing more visual content than ever before. Also new this year, we're taking more time to focus specifically on the small contact center – a demographic that accounts for more than 90% of all contact centers globally!

We want to be certain that we're using your knowledge and expertise to its fullest potential, so we ask that you review the enclosed 2015 Editorial Calendar ideas. This comprehensive document outlines our plans for icmi.com content each month and is intended to jump-start your creative process! Please take some time to review the calendar, identify the months that highlight your expertise, and write down some topic ideas.

Next, we ask that you watch our ICMI Content Contributor video, which will explain all of our contribution options, and help you identify the format(s) that best fit your personal expertise and experience.

Once you're ready for the last step, please take just a few moments to complete our Contributor Interest Form. This will provide us at ICMI with all of the information we need to set you up as an official contributor.

To recap, you're now just five steps away from becoming a contributor with icmi.com:

1. *Review the 2015 Editorial Calendar ideas*
2. *Find your areas of expertise and write down some topics*
3. *Watch the ICMI Content Contributor video*
4. *Complete the Contributor Interest form*
5. *Submit your first piece of amazing content!*

Thank you for everything that you'll do to sustain ICMI's reputation as the leading global provider of contact center resources.

We look forward to featuring your ideas, perspectives, and expertise on icmi.com in 2015!

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Help Us Shape & Inspire the Contact Center Industry

For more than 30 years, ICMI has been in the business of improving contact centers. We seek to inspire, educate, and shape the industry and we look to experts like you to help make that possible. Are you up for the challenge? Here's a look at what's in store for the ICMI community in 2015:

16 Webinars

4 Whitepapers

4 Research Studies

20 Google Hangouts

50 Twitter Chats (#ICMIchat)

250+ Blog posts, infographics, interviews, and videos shared by More Than 150 experts across these topics:

- ▶ January: Hiring in Today's Contact Center
- ▶ February: Culture and Morale
- ▶ March: Workforce Management
- ▶ April: Learning and Development
- ▶ May: Social Media Customer Care
- ▶ June: Mobile Customer Service
- ▶ July: Global Service Delivery
- ▶ August: Metrics that Matter
- ▶ September: Self-Service
- ▶ October: The Customer Experience
- ▶ November: Chat and Email Customer Care
- ▶ December: All About the Agent

About ICMI:

For nearly 30 years, ICMI has been in the business of improving contact centers. Whether it be your people, your processes or your strategy, we want to partner with you to take your customer service to the next level.

Also known as the International Customer Management Institute (ICMI), we are the leading global provider of performance improvement resources for customer management professionals – from frontline agents to executives. Since 1985, ICMI has helped more than 50,000 organizations in 167 countries improve customer experiences and increase efficiencies at every level of the contact center. Through training, events, consulting, and informational resources, ICMI's experienced and dedicated team of industry insiders, trainers, and consultants are committed to helping you raise the strategic value of your contact center. Visit icmi.com to learn more about one of the most established and respected organizations in the call center industry.

**Do YOU have expertise to share?
Want to join the conversation?**

Head to icmi.com/contribute to get involved!

Keep the conversations going---

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icmi.com/forums



Pinterest.com/callcentericmi

JANUARY

HIRING IN TODAY'S CONTACT CENTER

Hiring, recruiting, and onboarding—oh my! The hiring process tends to be a challenge in every organization, but this is especially true in the contact center. Let's face it--no one grows up with dreams of becoming a contact center agent, so how can the contact center recruit and retain top talent? What are the skills and personality traits needed for success in the contact center, and how can you tailor your interview process to ensure success? How does the hiring and onboarding process impact culture? Join us as we explore these questions and more! We'll help set your contact center up for a year of hiring success in 2015.

WEEK 1: <i>Recruiting and Interviewing</i>	WEEK 2: <i>Hiring</i>	WEEK 3: <i>Onboarding</i>	WEEK 4: <i>Small Contact Center Spotlight</i>
Advice for making contact center job descriptions more appealing	Using predictive analytics to make hiring decisions	Gamification as an onboarding tool	Hiring and recruiting on a budget
Tips for developing interview questions	Who gets a say in the hiring decision?	How much ramp up time is needed before agents are on the phone?	Convincing organizational executives of the need for more staff
Sample job descriptions by position	What's more important---instincts or analytics?	Tips for onboarding remote agents	Tips for finding new hires who are a good cultural fit
Tips for conducting virtual interviews	Should you hire for skill or attitude?	How can proper onboarding increase agent retention?	Equipping new agents with the proper tools and technologies
Who should be included in the interview process?	Developing consistent scorecards to rate potential new hires	Tips for more efficient and effective onboarding	Developing training curriculum for new agents
Best practices for interviews---length, format, number of rounds etc.			Identifying candidates for internal promotion
Advice for recruiting and promoting from within			
How to use social media for recruiting			
 #ICMIchat topic: Recruiting Through Social Media Date: Tuesday, January 6 (1:00 pm ET)	 #ICMIchat topic: Making Hiring Decisions in the Contact Center Date: Tuesday, January 13 (1:00 pm ET)	 #ICMIchat Topic: Can Onboarding Increase Agent Retention? Date: Tuesday, January 20 (1:00 pm ET)	 #ICMIchat Topic: Hiring Challenges for the Small Contact Center Date: Tuesday, January 27 (1:00 pm ET)

FEBRUARY

CULTURE & MORALE

A vibrant culture and strong morale are critical for operational success. We know that happy agents make happy customers, but how do we ensure our agents are really satisfied? This month will help you get your team excited for the year ahead and set you up for a successful 2015.

WEEK 1: <i>A High Performance Culture</i>	WEEK 2: <i>Incentive Programs</i>	WEEK 3: <i>Partnering for Success</i>	WEEK 4: <i>Culture in Action</i>
What is a high-performance culture and what is the impact on CSAT?	How to convince your CFO that you need a morale budget	How to get the rest of the company involved in the culture of the contact center	What would you do with \$10/agent? \$50/agent? \$100/agent?
Setting expectations of your contact center ---for your customers AND the agents	What does an effective incentive program look like?	What metrics and data should WFM share to show culture impact?	Video of real-life centers in action
Knowing when to change course on a performance management program	Measuring the before & after effects on your culture	How to schedule in the culture of the company when it competes with KPIs	What defines your center's culture?
Strategies for driving results and improving morale	Scheduling incentives into your workforce planning	Using outside resources and vendors to ramp up the culture	Were you an ICMI contact center of the year award winner or finalist? Where are you now?
What happens when performance management programs backfire?	Measuring incentive programs and their ROI	Using volunteer and charity organizations as culture/morale activities	
How to performance manage and not kill the culture	Behavior challenges that arise from the wrong incentives		
Overcoming the challenge that not everyone is motivated in the same way	Surveying your agents		
 #ICMIchat Topic: Improving Contact Center Morale Date: Tuesday, February 3 (1:00 pm ET)	 #ICMIchat Topic: Developing an Effective Incentive Program Date: Tuesday, February 10 (1:00 pm ET)	 #ICMIchat Topic: Getting the Whole Company Involved with #cctr culture Date: Tuesday, February 17 (1:00 pm ET)	 #ICMIchat Topic: Live Q&A with Past ICMI Global #cctr Award Winners Date: Tuesday, February 24 (1:00 pm ET)

MARCH

WORKFORCE OPTIMIZATION

Proper scheduling and forecasting continues to be a challenge for many contact centers. Even when you do master the process, it's only a part of the workforce management puzzle. We'll show you how workforce optimization positively impacts both the contact center and the company. Learn the secrets to optimizing your contact center workforce.

WEEK 1: <i>Turning WFM into WFO</i>	WEEK 2: <i>Forecasting</i>	WEEK 3: <i>Managing Multi-channels</i>	WEEK 4: <i>Small Contact Center Spotlight</i>
The Right People, in the Right Place, at the Right Time	Cycle planning	Adding non-voice channels to the mix	WFM without the fancy software
Costs and Causes of Attrition	Strategies for handling calls during seasonal peak volume	Determining which agents are right for which channels	Forecasting templates
Building the business case for a true WFO program	Forecasting tools	Workload distribution ideas	Unique challenges of WFM in the small contact center
The advantages of cloud vs premise-based solutions	Technology spotlights: WFO software solutions	Chat, mobile, social, and email all have different needs and scheduling challenges. How does your contact center manage the multi-channel environment?	Case study: How ICMI WFM Management Boot camp transformed your contact center
The metrics you should deliver to the rest of the organization			
How departments can work together to deliver a more cost-effective solution and experience			
 #ICMIchat topic: Turning WFM into WFO Date: Tuesday, March 3 (1:00 pm ET)	 #ICMIchat topic: Handling Calls During Peak Season Date: Tuesday, March 10 (1:00 pm ET)	 #ICMIchat topic: Managing the Multi-channel #cctr Date: Tuesday, March 17 (1:00 pm ET)	 ##ICMIchat topic: WFM Challenges for the Small #cctr Date: Tuesday, March 24 (1:00 pm ET)

APRIL

LEARNING & DEVELOPMENT

Training and a solid QA program ensure that your team is continuously learning and developing into the employees you need today and in the future. This month we'll explore what makes for successful training programs, and what's new in terms of training technology. We'll also feature case studies from organizations that have used training to improve operational efficiency.

WEEK 1: <i>Training 101</i>	WEEK 2: <i>Training Technology</i>	WEEK 3: <i>QA & Agent Monitoring</i>	WEEK 4: <i>Success Snapshots</i>	WEEK 5: <i>Small Contact Center Spotlight</i>
Justifying the need for classroom training	The technology and tools of the Learning Management System (LMS)	The role of quality and coaching	Has your contact center applied principles from ICMI training and achieved success? Share your story.	What are the unique challenges of training in the small contact center?
Convincing your boss of the ROI of attending industry events	Developing an effective knowledge base	Are speech analytics tools changing agent behavior?	What unique training techniques does your contact center use?	Tips for training on a shoestring
Training to the culture you want	Gamification techniques and technology	Examples of quality monitoring forms		Building a training program from the ground up
Training tenured agents on new techniques and technologies	The latest in online learning	Building a successful QA program		
The importance of instructional design		Monitoring without fancy software		
Training for different learning styles		Tips for creating a great agent scorecard		
 #ICMIchat Topic: #CCExpo15 Sneak Peek Date: Tuesday, March 31 (1:00 pm ET)	 #CMlchat Topic: Gamification in the Contact Center Date: Tuesday, April 7 (1:00 pm ET)	 #ICMIchat Topic: Quality and Coaching Date: Tuesday, April 14 (1:00 pm ET)	 #ICMIchat Topic: Training for Different Learning Styles Date: Tuesday, April 21 (1:00 pm ET)	 #ICMIchat Topic: Training on a Shoestring Date: Tuesday, April 28 (1:00 pm ET)

MAY

SOCIAL CUSTOMER SERVICE

Social media is no longer an emerging channel; it's now essential for customer care. We want to help contact centers both large and small learn the ropes! This month we'll explore the reality of social customer service, offer up best practices, and explore some of the unique strategies and technologies organizations can use to improve the service they provide in this channel.

WEEK 1: <i>The Current State of Social Customer Service</i>	WEEK 2: <i>Developing a Social Strategy</i>	WEEK 3: <i>Social Media Technology</i>	WEEK 4: <i>Hiring and Training for Social</i>
The latest facts and figures around social customer care	How to schedule social into the already busy contact center	Does your contact center use social software? What works and what doesn't?	What makes a great social agent?
Industry snapshots: what's the reality of social customer care in your industry?	Setting customer expectations	Is it possible to support social without the fancy technology?	Training tenured agents to support social
What mistakes have you made with social care and what have you learned?	Adopting new social processes	Integrating social into the CRM	Should social agents also support other channels?
Which customers prefer social care?	Developing a playbook	The best social monitoring tools	Are millennials always best suited for social support roles?
Moving ownership from marketing to the contact center	Tips for successfully adding new networks	Social media customer care on a budget	The best social media training tools
	Determining which channels are needed		
 #ICMIchat Topic: NO CHAT (Join us for #CCExp15 or follow along on Twitter)	 #ICMIchat Topic: Determining which social networks to use for customer care Date: Tuesday, May 12 (1:00 pm ET)	 #ICMIchat Topic: Favorite Tools for Social Media Management Date: Tuesday, May 19 (1:00 pm ET)	 #ICMIchat Topic: What makes a great social agent? Date: Tuesday, May 26 (1:00 pm ET)

JUNE

MOBILE CUSTOMER SERVICE

Today's customers have 24/7 access to smartphones, yet U.S. contact centers are still slow to adopt mobile support strategies. Why? This month we'll explore the current state of mobile customer care and equip you with the necessary knowledge and tools to successfully implement mobile support.

WEEK 1: <i>The Current State of Mobile Customer Care in the U.S.</i>	WEEK 2: <i>Developing a Mobile Support Strategy</i>	WEEK 3: <i>Spotlight on SMS</i>	WEEK 4: <i>Mobile Technology</i>
Why hasn't mobile support caught on as quickly in the U.S. as in other countries?	How to prepare agents and customers to ensure great customer experiences across channels	Why SMS?	What are the latest advances in mobile technology and how will they affect the contact center?
What's next for mobile support?	Getting started with a mobile customer service strategy: tips for success & models that work	Tips and strategies for setting up a successful SMS support plan	Case studies and solutions spotlights on innovative mobile support solutions
Do U.S. customers want mobile support?	How to gain executive support for a mobile care strategy	Choosing the right SMS technology partner	On-device tech support—is it the new standard?
What's changed in the last year?	Measuring the ROI of mobile customer support	How can SMS drive customer loyalty?	Is it possible to optimize current technology to support mobile customers, or are significant investments needed?
Which industries see the highest ROI with mobile support?	What are the mistakes to avoid when implementing mobile customer support?	Is SMS a marketing or support function?	
Case studies---how has your organization succeeded with mobile support?			
 #ICMIchat Topic: Does Mobile Customer Support Work for Every Industry? Date: Tuesday, June 2 (1:00 pm ET)	 #ICMIchat Topic: Ensuring a consistent #CX across channels Date: Tuesday, June 9 (1:00 pm ET)	 #ICMIchat Topic: Can I text your #cctr? Date: Tuesday, June 16 (1:00 pm ET)	 #ICMIchat Topic: App? Mobile Site? Mobile Chat? Which is right for your customers? Date: Tuesday, June 23 (1:00 pm ET)

JULY

GLOBAL SERVICE DELIVERY

Our customers are in every time zone, our contact centers are bursting at the seams, and we need to support multiple languages across many products. This month we'll explain some strategies to overcome these challenges and give the community options around build versus buy, outsource versus captive, and offshore versus near shore. It's all about the goals of the company and the expectations of the customer.

WEEK 1: <i>When Your Customers Become Global</i>	WEEK 2: <i>Is Outsourcing to a BPO Right For You?</i>	WEEK 3: <i>Global Snapshots</i>	WEEK 4: <i>Multilingual Support</i>	WEEK 5: <i>Preparing for Customer Service Week</i>
How to train agents on cultures around the world	Creating an RFP	Have you set up a contact center in another country? Tell us what someone should expect when setting up a contact center there for the first time.	When to hire an interpreter	Tips for celebrating on a budget
When does it make sense for customers to be serviced in their own country?	Tips for site and vendor selection	What are the emerging countries for contact centers & why?	Tips for selecting an interpretation service	Inspirational videos/images/ or infographics to display in the contact center
How to provide support across multiple time zones	What to expect 90 days into a BPO contract	Case studies—share how and why you opened up a contact center outside the U.S.	Managing across languages	Why is customer service week important?
Managing across cultures, languages, and time zones	Outsourcing success stories	Is near shore better than offshore? What are the benefits?	Global comparison: how do customer expectations vary by culture?	How does your contact center celebrate?
	Outsourcing horror stories		Is multilingual support really necessary?	Tips for involving the whole organization
	Dealing with the negative reaction & after effects from U.S. customers			
 #ICMIChat: Supporting Customers in Every Time Zone Date: Tuesday, June 30 (1:00 pm ET)	 #ICMIchat Topic: The Challenges of Outsourced Contact Centers Date: Tuesday, July 7 (1:00 pm ET)	 #ICMIchat Topic: State of the #cctr: global snapshots Date: Tuesday, July 14 (1:00 pm ET)	 #ICMIchat Topic: Is multilingual customer support necessary? Date: Tuesday, July 21 (1:00 pm ET)	 #ICMIchat Topic: Preparing for Customer Service Week Date: Tuesday, July 28 (1:00 pm ET)

AUGUST

METRICS

One of the keys to contact center success is managing to the metrics. The challenge though, is determining which metrics to track, measure, and report on. Once you know the “what” you also have to determine the how, when, who, and why. This month we’ll explore the old, the new, and the future as we focus on all things metrics.

WEEK 1: <i>Metrics 101</i>	WEEK 2: <i>Reporting</i>	WEEK 3: <i>New Metrics</i>	WEEK 4: <i>Everything Analytics</i>
What are the 5 most important metrics any contact center should track and measure?	Examples of agent scorecards	Metrics for the multichannel contact center	How to use analytics in the contact center
Pick your favorite metric that defines your contact center and/or management style and tell us about it	Using dashboards and digital signage	Does your contact center measure NPS? CES(customer effort score)? NIA (next issue avoidance)? Tell us about it.	Optimizing contact center analytics
Can you manage though canned metrics and reports?	Sharing contact center metrics with the rest of the organization	What are the new metrics every contact center needs to add to the dashboard?	
The importance of solid call management reporting software	Reporting success to the contact center team	Which contact center metrics are becoming irrelevant?	
Monitoring on a budget			
 #ICMlchat Topic: Deciding What to Measure Date: Tuesday, August 4 (1:00 pm ET)	 #ICMlchat Topic: Reporting on Contact Center Success Date: Tuesday, August 11 (1:00 pm ET)	 #ICMlchat Topic: New #cctr metrics Date: Tuesday, August 18 (1:00 pm ET)	 #ICMlchat Topic: Analytics Date: Tuesday, August 25 (1:00 pm ET)

SEPTEMBER

SELF-SERVICE

Organizations that leverage self-service options and manage them effectively can improve speed to resolution, decrease costs, and create a more consistent customer experience. Self-service is becoming increasingly important as customers expect 24x7 service, in their language, for any product, in their channel of choice. How can contact centers increase self-service adoption? What's next, and what technology is needed? We'll explore the secrets to successful self-service.

WEEK 1: <i>How to Increase Adoption</i>	WEEK 2: <i>Measuring Success</i>	WEEK 3: <i>Investing in the Right Technology</i>	WEEK 4: <i>What's Next?</i>	WEEK 5: <i>Small Contact Center Spotlight</i>
Automation strategies	Metrics you should report on to prove self-service success	CRM solutions that improve contact center efficiency	Will self-service eventually replace the live agent?	Has your small contact center mastered self-service? Show us how.
Changing negative perceptions about IVR	What can a great knowledgebase do?	Integrating your help system, ticketing, and knowledgebase into a customer self-service portal	Case studies: companies that are doing innovative things with self-service	Self-service technology solutions for the small contact center
Can self-service be taught to customers?	Has your organization used self-service to reduce AHT and increase FCR? Tell us how.	Roadmap for a successful self-service roll-out	What will self-service look like in 5 years?	Self-service on a budget
Tips for effectively introducing customers to self-service		New advancements into self-service for mobile and social customers	Industry snapshots: what will self-service look like in the next 5 years for banking, retail, hospitality, healthcare, etc.?	
Using innovative proactive solutions to drive customers to self-service (pop ups, automated chat, etc.)			What do customers of the future want from self-service?	
Balancing the cost benefits of self-service with the support customers really want				
 #ICMIchat topic: Changing negative perceptions about IVR Date: Tuesday, September 1 (1:00 pm ET)	 #ICMIchat topic: Measuring Self-Service Success Date: Tuesday, September 8 (1:00 pm ET)	 #ICMIchat topic: Self-service for #social customers Date: Tuesday, September 15 (1:00 pm ET)	 #ICMIchat topic: Will self-service replace live agents? Date: Tuesday, September 22 (1:00 pm ET)	 #ICMIchat topic: Self-service in the small #cctr Date: Tuesday, September 29 (1:00 pm ET)

OCTOBER

THE CUSTOMER EXPERIENCE

While customer satisfaction continues to be a key business driver, companies constantly need to define new, innovative methods for improving and reporting on the customer experience. They also need to know what is truly important to their customers and how to ensure that all company goals and agent initiatives support them. This month we'll explore ways to create successful VOC programs, and track and act on what truly matters to customers.

WEEK 1: <i>Mapping the Customer Journey</i>	WEEK 2: <i>Creating a VOC Program</i>	WEEK 3: <i>CX Metrics</i>	WEEK 4: <i>What Do Customers Really Want?</i>
Why map the customer journey?	What data do you need?	How do you measure the CX?	When is customer service still considered a differentiator?
Customer journey map templates	Building a single view of the customer	What are the customer experience metrics every organization should track?	The customer is changing and becoming more knowledgeable. How has this impacted the contact center?
Building a #CX team	What does a true VOC program entail?	How can you use customer experience metrics to better prepare frontline staff?	What are the things that matter to customers regardless of the industry?
Tips for planning customer journey mapping workshops	Implementing mystery shopper programs	How can you align standard contact center metrics with the customer experience strategy?	Do customer expectations vary by channel?
5 keys to effective customer journey maps	Book reviews: favorite VOC books		Should you stop trying to delight your customers?
	Developing CSAT surveys		
	Creating a cross-department customer loyalty team		
 #ICMIchat topic: Mapping the customer journey Date: Tuesday, October 6 (1:00 pm ET)	 #ICMIchat topic: Mystery shopper programs Date: Tuesday, October 13 (1:00 pm ET)	 #ICMIchat: Using #CX metrics to prepare frontline staff Date: Tuesday, October 20 (1:00 pm ET)	 #ICMIchat: Should you stop trying to delight your customers? Date: Tuesday, October 27 (1:00 pm ET)

NOVEMBER

CHAT/EMAIL

In this age of real-time communication and the always connected customer, live chat continues to grow in popularity as a service channel. This month we'll explore the ins and outs! We'll discuss sales vs service, how contact centers can get started with a successful chat strategy, what key metrics should be measured, and what's next for the channel.

WEEK 1: <i>Getting Started</i>	WEEK 2: <i>Metrics</i>	WEEK 3: <i>Technology</i>	WEEK 4: <i>What's Next?</i>
How do you get executive buy-in for the channel?	How you define and measure success with chat?	Tips for selecting the right technology partner	What's next for this channel?
Is chat really necessary?	What are the key metrics to track with chat?	Implementing chat on a budget	Will mobile chat surpass online chat?
What does a chat support strategy look like?	How do you measure FCR? CSAT?	Integrating chat with your CRM	Mobile vs online. Determining which makes sense for your organization
Training and hiring chat agents	How can you prove (and improve) ROI with chat?	Technology provider spotlights---share your customer success stories	Does your contact center plan to use chat in new/unique ways? Share your story.
Sample chat scripts			
Forecast and staffing the channel			
Case studies: has chat increased CSAT or improved operational efficiency in your contact center? Tell us how.			
 #ICMIchat Topic: Effective Email Customer Support Date: Tuesday, November 3 (1:00 pm ET)	 #ICMIchat Topic: Chat Metrics Date: Tuesday, November 10 (1:00 pm ET)	 #ICMIchat Topic: The Latest & Greatest in Chat Technology Date: Tuesday, November 17 (1:00 pm)	 #ICMIchat Topic: What's Next for Chat Support? Date: Tuesday, November 24 (1:00 pm ET)

DECEMBER

ALL ABOUT THE AGENT

Agents are the heart of the contact center, and the face of the company. This month we'll share tales from the frontlines, and explore ways to effectively engage and retain the contact center's most important assets.

WEEK 1: <i>Recruiting and Retaining the Best Talent</i>	WEEK 2: <i>Tales From the Frontlines</i>	WEEK 3: <i>Are Virtual Agents the Agents of the Future?</i>	WEEK 4: <i>ICMI's Best of 2015--Counting Down Our Most Popular Content of the Year</i>
Agent perspectives: what do you look for in an employer?	How to handle stress in the contact center	Why use at-home agents?	
Tips for keeping agents motivated	Tips for dealing with rude customers	How to set-up a new virtual agent program	
Retaining your best talent by promoting within	Have a funny customer service story to share? Tell us!	Challenges of a remote team	
Infographic: what makes a great agent?	Share your favorite customer service cartoons and videos	Managing remote teams	
Agent perspectives: what works and what doesn't in the contact center?	Where are they now? Interviews with former ICMI Global Contact Center Agents of the Year	Tools and software needed for remote agent success	
	If you could give customers candid advice on how to get the best service from your company, what would you say?		
 #ICMIchat topic: What do agents want? Date: Tuesday, December 1 (1:00 pm ET)	 #ICMIchat topic: Dealing with stress in the contact center Date: Tuesday, December 8 (1:00 pm ET)	 #ICMIchat: Are virtual agents the agents of the future? Date: Tuesday, December 15 (1:00 pm ET)	 No #ICMIchat December 22 or 29