



# CUSTOMER INTER@CTION *Solutions*

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## 2007

# BUYERS' GUIDE

Integrated Marketing Comes To Academia



Gary And Karen Taylor, Founders of the Taylor Institute at the University of Akron, Leading The Ribbon-Cutting Ceremony

### Also In This Issue:

- The Justification For Buying New Technology
- 2006: The Year In Wrap-Up
- 2007: Year Of The CRM Titans



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By: Nadji Tehrani,  
Founder, Chairman & CEO, Editor-in-Chief,  
Technology Marketing Corporation

## The Justification For Buying New Technology

Technology Has A Unique Way Of Changing Paradigms. If You Ignore It...You Won't Be Around For Long.

Historically, the contact center/CRM industry has been a “people to people interactive communications” business. Perhaps for this reason, the early adoption of new technology has been lagging behind. However, as the industry matured in the 80s and 90s, we first encountered “great difficulty in blending technology with human resources.” It took the industry many years to overcome the above obstacle.

By the year 2000, contact centers finally managed to make great progress towards the blending of technology with human resources so the benefits of technology could be maximized. However, it should be clearly pointed out that although much progress was made by contact centers, the pace of technological development was much faster and therefore the adoption of new technology has continued to lag behind.

To the extent that the contact center/CRM center industry has always been the beneficiary of extremely rapid growth and profitability, many companies

such as India, the Philippines, etc. Many companies that were unable to cope with competition and did not benefit from new technology practically vanished. Subsequently, the portion of the contact center industry that has remained in the U.S. by necessity has had to focus on specialized applications such as credit collections, fundraising, political applications and non-profits for outbound telemarketing. Customer care, CRM and customer retention applications grew domestically for inbound telemarketing. Let us remember that regardless of what you call customer care today, it is still based on inbound and outbound telemarketing, and all of the other applications are still based on outbound telemarketing. This reminds me of a great French philosopher who once said, “The more things change, the more they stay the same.”

**Please be advised that only early adopters of new technology will be able to compete effectively with market share domination.**

### New Technology Will Lead The Way In 2007 And Beyond!

Please be advised that only early adopters of new technology will be able to compete effectively with market share domination.

managed to survive in the 80s and 90s by using obsolete technology. However, post-September 11th, the outsourcing of tele-services and contact centers in general accelerated to low-cost labor countries



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## Technology Has A Way Of Changing Paradigms

1. For example, 10 years ago, practically no one in America used cell phones; today we could not live without them.

2. Ten years ago, when we needed information about anything, we had to conduct market research or refer to an encyclopedia. Today, when you need information about anything, you simply go to Google and look for it. All previous technology is rendered obsolete because of the advent of new technologies. The crucial thing to remember is that you simply cannot remain stagnant when it comes to adoption of new technology, and these examples make it crystal clear that **if you ignore new technology, it is only a matter of time before you go out of business.**

## Specifically, What Are The Benefits Of New Technologies?

In a general way, one might explain that the following represents only a snapshot of some of the benefits that one might obtain by implementation and adoption of new technology:

1. New technology will give you a powerful competitive advantage.
2. New technology will vastly enhance your customer service and customer care in CRM. As I have indicated in my previous editorials, "Customer care is **THE ONLY SUSTAINABLE COMPETITIVE ADVANTAGE!**"
3. New technology can reduce cost drastically. By adoption and full implementation of IP contact center technology, for example, companies can reduce the cost of telecommunications by better than 90 percent while tremendously improving the capability for developing outstanding new products and services.
4. New technology will help you maximize productivity.
5. New technology will therefore substantially increase your bottom line.

I suppose you might say, what else is there? Need we say more about why every company must be a user of new technology?

**In the super-competitive contact center/CRM business today, there is no way anyone can compete without the above mentioned benefits of new technology.**

In this *Customer Inter@ction Solutions* 2007 Buyers' Guide issue, it is fitting to

discuss the benefits of early adoption of new technology.

## Why Early Adoption?

**Competitive advantage comes when and only when you are the first adopter of new technology.** Let us all remember the first law of positioning, which says "It is better to be first than to be better." **Given that being the first in anything is far more important than being the best, it is a no-brainer that being the early adopter is vitally important to any company's success.**

## How To Find And Compare New Technology

As the leading magazine of the industry since 1982, which laid the foundation for what is now a multibillion dollar contact center/CRM industry, it has always been our paramount responsibility to provide solid and reliable advice to our valued readers when it comes to the comparison and adoption of new technology.

As I have extensively indicated (in one of my recent editorials), the presently existing trade shows leave much to be desired when it comes to providing in-depth information about advanced technologies that are currently forging our industry ahead. This problem exists primarily because the organizers of such trade shows have no clue about the industry, let alone about cutting-edge technologies. This fact clearly indicates the reason why attendance at existing shows as well as the number of exhibitors dwindle every year. In fact, in the above mentioned editorial, I indicated that exhibit halls were so empty at one show, with no traffic during the exhibit hours, the exhibitors were actually playing soccer in the aisles of the exhibit hall because they were bored! Obviously, that unfortunate event made me extremely upset, and I ask myself, what have they done to our industry?

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position to launch such a cutting-edge technology conference in an atmosphere where attendees can actually learn information about the true state of the art of new technologies and be able to examine and compare such new technologies in the exhibit hall.

Call Center 2.0 will be held in the Fort Lauderdale Convention Center in Fort Lauderdale, Florida on January 24-26th 2007. For more information, please refer to <http://www.callcenter20.com>. I am looking forward to welcoming all of you to Call Center 2.0, which will be collocated with INTERNET TELEPHONY Conference & EXPO as well as IMS Expo. For this event, we expect several thousand attendees from 115 countries. As such, Call Center 2.0 is the industry's premier event for inspecting new technology, learning at our state-of-the-art conference sessions and, above all, networking with truly global industry leaders and decision makers.

For your information, in Table 1, you can read about the upcoming conference topics.

Table 1.

## Call Center 2.0 Conference Topics

- Open-source & IP Telephony: Myth Busters, Best Practices and Real-World Application In The Contact Center
- Workforce Optimization
- Marrying Technology & Human Performance
- Where To VoIP
- To Host Or Not To Host?
- IP Contact Center Shootout
- Effective Integration Of Multiple Contact Channels
- Calling For More Than Quality Assurance
- Call Center Architectures With Custom Workflows
- Improving The Customer Experience Through On-Demand
- Work At Home Agents

Please also refer to marketing and advertising messages provided in this *Customer Inter@ction Solutions* 2007 Buyers' Guide as they represent additional reliable sources of information.

As always, I value your comments. Please e-mail them to me at [ntehrani@tmcnet.com](mailto:ntehrani@tmcnet.com).

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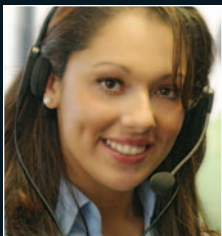
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# Announcing Gary And Karen Taylor: Man And Woman Of The Year

Our industry is blessed to have outstanding, visionary and dedicated leaders who have demonstrated by their actions that they genuinely care for the future of direct marketing, integrated marketing, e-marketing and other advanced forms of marketing education with the sole purpose of training the future of marketers with the best that academia and the business community and the industry have to offer.

As I understand it, the main objective of the Taylor Institute is to educate the future generation of marketers, which includes telemarketing, integrated marketing, e-marketing, etc., with a four-year program. As such, Gary and Karen Taylor have undertaken the monumental task and a truly noble pursuit of establishing the Taylor Institute with their own private funds. It is our understanding that Gary and Karen Taylor have contributed approximately \$3.5 million of their own funds to exclusively educate the future generation of marketers. I do not know of anyone in the entire contact center industry worldwide who has contributed so much toward the education of the future generation of marketers, which includes contact centers, CRM centers, etc. In my humble opinion and the opinion of the editorial board of *Customer Inter@ction Solutions* magazine, which has been regarded by *The Wall Street Journal* as the "Bible of the Industry" since 1982, no other organization or establishment or persons has donated so much towards the industry as Gary Taylor and his outstanding company, InfoCision Management Corporation.

We are proud to have selected Gary and Karen Taylor as the Man and Woman of the Year, and we wish them all the best on behalf of the entire industry.

## Gary Taylor's Other Accomplishments

Under Gary Taylor's leadership, InfoCision Management Corp. has



cracked the top 100 on the Inc. 500 list.

The NorthCoast 99 Award has consistently honored InfoCision as one of the best places to work in Northeast Ohio. In 2006, InfoCision was named one of the top 10 best companies in Ohio to work for by the Ohio Chamber of Commerce.

In 2003, Gary Taylor received the Pioneers Lifetime Achievement Award for the vast contributions to the teleservices industry. He also received the prestigious Simonetti Distinguished Business Alumni Award from the University of Akron College of Business in recognition of his outstanding career in business.

In 2005, he received the American Teleservices Association (ATA) Pioneer Award and the Direct Marketing Association (DMA) Teleservices Excellence Award. Also in 2005, Ernst and Young recognized him as an Entrepreneur of the Year award winner, which honors entrepreneurs who put everything on the line to create a successful business. In addition, he was also inducted into Ernst and Young Entrepreneurs' Hall of Fame.

In 2006, Gary was once again recognized by the University of Akron with the Alumni Honor Award, the highest honor accorded to alumni by the University. In 2006, he was also recognized as Sales and Marketing Executive of the Year by the Sales and Marketing Executives Association of Akron. **CIS**

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**CUSTOMER INTER@CTION Solutions®** magazine has been the voice of the industry since 1982. It is written by industry practitioners for industry practitioners and is regarded worldwide as the "Bible" of the industry. An annual Buyer's Guide is provided as a feature of the December issue.

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**2007**

# BUYERS' GUIDE

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By: Rich Tehrani,  
Group Publisher, Group Editor-in-Chief,  
Technology Marketing Corporation

## 2007: Year Of The CRM Titans

In the world of customer relationship management (CRM), it's fair to say that the two heavyweights are Oracle and SAP. Both companies have suites of applications designed to work with one another. Both these companies can handle your financial needs, hosted software needs and just about everything in between.

With [Oracle \(quote - news - alert\)](#) getting the lion's share of the headlines lately, with acquisition after acquisition, I thought it made sense to offer a balanced perspective of the CRM market from SAP. Following is a recent interview I conducted with Bob Stutz, SVP and General Manager, mySAP CRM.

**RT:** Can you give me an overview of what SAP has been up to in CRM in the last year or so?

**Bob:** In the last year or so, we have done quite a bit. In February of this year, we introduced our on-demand product, which has a very nice, intuitive user interface. I think, from an overall strategy perspective, our UI is probably one of the best in the industry. We're not interested in competing with salesforce.com. We're strictly geared at the upper mid-market. At our price base, from an on-demand perspective, we're basically targeting our own customer base.

Since then, we've also released the first version of our SAP CRM 2006s, which also has a very similar interface to the on-demand product. We basically have

the same UI, and it's very easy for customers to migrate from off-premise to on-premise. Actually, it's a seamless transition more than a migration, because it is the same base for both products.

The hybrid model is a really nice one, because it allows customers to do CRM without any compromises. They can choose whether they want to be off-premise, on-premise or a combination of both. They can even take an on-premise with an older version and run it that way, so there are a lot of possibilities for customers.

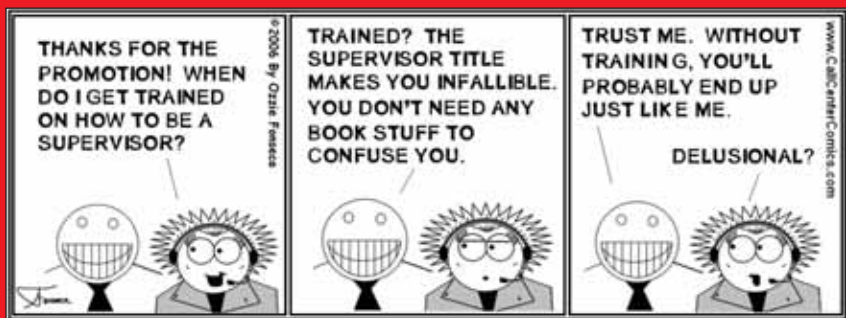
CRM has really become the number one focus of SAP. It offers what I would consider to be a renewed investment. We are continuously looking to improve; we're out there constantly talking to customers and prospects, trying to understand. I have been in the CRM business a long time and I have seen the good, the bad and the ugly. I think too many vendors got too much into technology and away from what CRM was about, which is the customer, and being able to meet the needs of the customer at the same time as helping you grow your business. There was too much emphasis on technology, and I think that was a mistake. What we're trying to do is bring it back to the basics of CRM, which is about acquiring customers, keeping customers and growing your customers.

**RT:** What would you say is the biggest competitive threat to your offering?

**Bob:** I don't see one out there.

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By Ozzie Fonesca





# He Said, She Said?



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**RT:** OK, I believe that makes me obligated to ask you your feelings about the following company, as you made a comment about Salesforce.com in the lower end of the market. They've recently been pushing up-market. What do you think about that, and where do they intersect with your offerings?

**Bob:** To look at it from a depth of functionality, we do everything from full-blown FSA, full-blown marketing, and things like trade funds and promotion management. It's very deep, complex functionality with seamless integration into our ERP. I think for what we do, there are not many other companies out there. Actually, I don't think there are any companies out there that have the depth of functionality we have.

**RT:** Can you elaborate a little bit on that, please?

**Bob:** Yes. Let's take Siebel at Oracle. In having spent eight years at Siebel and having built most of those products, I know there's a lot of breadth but not a lot of depth in functionality. In SAP, we have very rich functionality, coupled with a new user interface. In the SAP CRM 2006s product, it's fully service-enabled; all the objects are service-enabled, so it allows companies to write services in and out, and for the most part, it's pretty much an open book. I don't know many CRM products in the marketplace today that have that.

**RT:** What are some of your most recent customers saying about the deployment of your latest products?

**Bob:** They love it. They love the usability. They love the fact that we have a new user interface that is intuitive. We have streamlined our business processes. Out-of-the-box, the product is easy to deploy. We've made it so that the business processes can be used right out of the box. There's an excellent flow across all the different modules of Sierra, and customers really like it.

**RT:** What do you see as some of the next steps for your products?

**Bob:** I think the next steps are to focus on building more and more services up. We want to go deeper into some areas, espe-

cially into some other verticals. For the most part, we'll continue to improve usability, performance and scalability. I don't think you can ever stop working on usability. It's not something you do once and say, "Now I've got a usable product."

**RT:** How do you see CRM integrating with other applications in the enterprise in the next few years?

**Bob:** Well, I think it's all going to be done by services. I think at some juncture, the SOA architecture will really become true reality. Services will be the way that everything integrates.

**RT:** I am hoping you have some guidance for my readers. What is the correct amount of money, as a percentage of sales, to be spending on CRM implementations? Is there such a thing?

**Bob:** I don't think there is such a thing. I don't think there is such a number that you can just pin down. If you are a large enterprise and you do full-blown multi-channel service across all the touch points of your customers, I don't think there is a price you can put on it. You have to look at what the return on investment is for the money you spend and make sure it's a worthwhile investment. I think that comes naturally if you do CRM right, and you do an implementation right — the ROI will be there.

**RT:** What is your integration strategy with call centers or contact centers?

**Bob:** We have a call center product of our own, but we can integrate with other call centers through services.

**RT:** From SOA and XML — that sort of thing?

**Bob:** Right.

**RT:** What do you think about the acquisitions that Oracle has been making in the CRM/call center space lately? It seems like they do most of the acquiring and SAP doesn't do much.

**Bob:** I think you have to look at what they are really trying to achieve. Are you talking about the MetaSolv acquisition?

**RT:** There are so many of them that it's tough for me to keep track of them all, but Siebel and Telephony@Work are two that stand out in my mind, plus JD Edwards. If

you go back far enough, there are so many of them.

**Bob:** Yes, but you know, Telephony@Work was already integrated into Siebel, so that was no big thing. It really wasn't a surprise acquisition, because it was a cornerstone of Siebel's whole on-demand contact center piece. Actually, I think they were all filling a gap that they [Oracle] had around order decomposition. I think everybody is just trying to fill the holes. But it's really hard to integrate all that stuff together at the end of the day.

**RT:** In making a CRM purchase decision, please tell me the things that a decision maker should keep in mind before buying.

**Bob:** I think the key thing is that you really need to look at what your business requirements are. You need to have a vision about what you want to do with CRM, a strategy to implement it and an execution plan to get it done. Even before you decide to buy, you need to have those things clearly defined. Most implementations sell because people get excited about technology, they buy a product, and then they realize that the technology doesn't fulfill their needs. It's very important, when buying CRM, to make sure it fulfills your business needs, and not just for the short term, but the mid term and long term, as well, because once you start down the road and you implement, it's costly and painful if you have to rip it out and start again.

**RT:** Thank you, Bob.

In the end, when choosing between CRM providers that can also give your company virtually all other server-based software, Oracle and SAP own the market. The question becomes: Which strategy do you feel is best: the home-grown one or one that combines best-of-breed software into one company? 2007 will certainly be the year of the CRM titans, with Oracle and SAP fighting it out and Salesforce.com vying to become a billion-dollar software company. From my perspective, customers continue to reap the rewards of intense competition, but I have to wonder if some innovation isn't being squeezed out the market as larger and large vendors take all the market share. **CIS**



  
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# 2006 Recommended Vendor List The TMC Seal Of Approval

The following Recommended Vendors have distinguished themselves by winning one or more of TMC's coveted awards, earning them the TMC Seal of Approval.

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### Co-Nexus, Inc.



### etalk



### IEX Corporation



### Interactive Intelligence



### Oracle



### Left Bank Solutions



### NICE Systems



### Nortel Networks



### Stratasoft, Inc.



### Strategic Contact Solutions, Inc.



### Verint Systems



### Witness Systems



### Sennheiser Electronic Corp.



### SER Solutions Inc.



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### Advanced Data-Comm, Inc.







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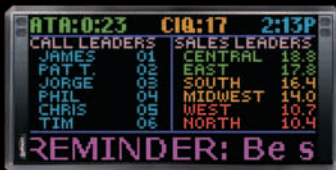
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## Leveraging Data To Enable Better Customer Interactions

**D**ata. It's a huge part of our daily jobs. Part of operating a successful contact center is managing and coordinating interactions and data. When it really works, we bring the two together with the right representative and the right data, and it equals a happy customer most of the time.

In practice, then, we should think of contact center managers as data experts. These individuals manage data, collect it incessantly and store thousands of gigabytes of it. Contact center managers do their best to make relevant data available at the time of customer interaction. But, they're also guilty of storing data in silos where few people know about the information and few people can access it and benefit from it. Sound familiar?

***We asked a group of contact center executives: Do you use the data collected in your contact center to help make decisions elsewhere within the enterprise? Sixty-three percent answered "often," but that they could do more. Almost 40 percent answered "seldom."***

All contact center managers are in the same boat. They inherently know the value of data and realize that having the right data at the right time during a customer interaction can mean the difference between success and failure. But, as contact center managers, we generally are not getting the benefits out of the data we own, especially for the rest of the enterprise. The data in contact centers holds a thousand secrets, including answers to key company questions involving:

- Customer inquiries;
- Product problems;
- Business trends;
- How to optimize workforces and control labor costs; and
- How to provide better customer service.

***We also asked: Do you share data across the enterprise? More than 50 percent answered that they still operated in a silo manner.***

### The Impact Of Multichannel Contact

Increasingly, contact centers have been forced by consumer demand to support multiple channels of customer contact including e-mail, voice, Web chat, text and more. In many cases, this has compounded data problems because when these data channels are left in silos, the true value of the data is lost because an agent doesn't have a complete view of the various interactions a customer has had with the company. As a result, companies may require more money and effort to maintain customer loyalty and drive revenue.

### Evolution Of The Contact Center

Despite the risks of asking customers to repeat information, reducing agent productivity and increasing customer and agent frustration due to non-integrated data,

many contact centers are stuck doing things the old way. Metrics that control the cost of each interaction at the expense of customer satisfaction dominate old values. While we may talk a good game about customer service, metrics, like average call handling time, bog down the call center. Call centers operating in this fashion are managed strictly as a cost center.

While the values of yesterday still linger, an evolution is underway. Today, contact centers are moving toward creating a better customer experience because they realize building revenue and satisfying customers are two sides of the same coin. These contact centers make relevant data available during customer interactions, and they have established clear metrics to analyze customer satisfaction.

Visionary companies take it a step further. These organizations create philosophies and implement technology and processes





**With visionary companies, data is successfully used at every level in customer interaction to drive loyalty, revenue, growth and reduce costs.**

that clearly link the revenue of the organization to interacting successfully with customers. Historically, these are larger companies since, until recently, the technology hasn't been affordable or easy enough to implement for mid-sized companies. With visionary companies, data is successfully used at every level in customer interaction to drive loyalty, revenue, growth and reduce costs. When this occurs, the contact center operates as a profit center.

**We asked: Who would benefit from sharing more data and knowledge around the enterprise? Forty-four percent answered "the customer."**

#### The New Data-Driven Model

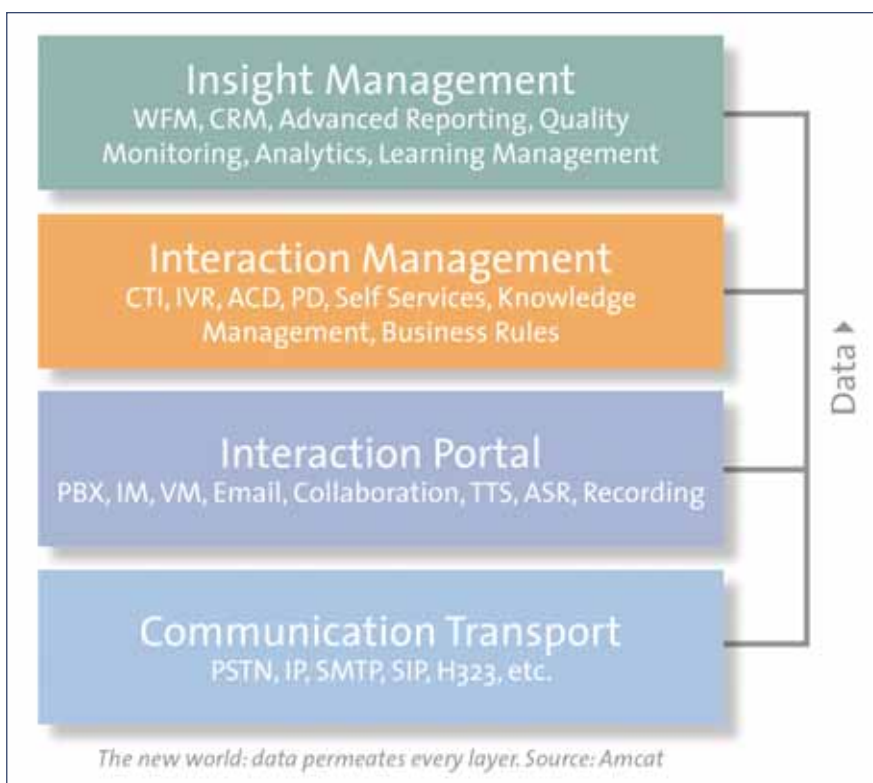
Our customers are also evolving. With greater found freedom and choices, they

won't put up with bad service. Therefore, simple CTI approaches that retain data silos must be replaced with systems that provide a unified view and access for data.

A new data-driven model for the contact center allows knowledge applications such as customer relationship management (CRM) and workforce optimization to use the data. This makes it possible to gain insight about the entire enterprise, about product issues, resource deployment and what customers respond to. The end goal is to share as much data as possible across as many departments and interfaces as possible to leverage the right data for improving customer interaction.

#### How Can You Get Your Contact Center To A Profit Center?

When choosing your contact center provider, look for technology companies who "get it" and can help you build the right data structures. Make sure your vendor offers the following, and be sure to ask the pertinent questions:



- A unified contact transport or routing layer that supports virtual enterprise communications.
- An interaction technology layer supporting and integrating multiple channels, locations and roles within the enterprise.
- Methods to leverage data to drive decisions and customer interactions.
- Suppliers who can help contact center managers answer these questions.
- Who is the customer and what is their value to you?
- Who/what is the best resource to deal with this customer?
- Have you enabled the person handling the interaction to understand the complete context of the interaction?
- Is data being shared effectively across the enterprise?

The new and improved contact center model drives data up through an organization, coordinates interaction between contact types, and leverages data during customer interaction. **CIS**

For more information about Amcat, (news - alert) visit <http://www.amcat.com>.



# THE BOARDROOM REPORT™



WITH NADJI TEHRANI



Craig Lemasters



Manuel Becerra

## Assurant Solutions: "Achieving Lift In The Call Center Marketplace"

*The Boardroom Report provides the CRM, customer interaction and call center industry's view from the top, featuring the sector's first in-depth, exclusive CEO-to-CEO interviews with leading executives regarding industry news, analysis, trends and the latest developments at their companies. As the industry's leading publication since 1982, it is our responsibility to recognize leaders with the best minds in the industry and share their vision and wisdom with our valued readers. Technology Marketing Corp. founder/chairman/CEO Nadji Tehrani interviewed Assurant Solutions (<http://www.assurantsolutions.com>) CEO and President Craig Lemasters and Manuel "Manny" Becerra, Group Senior Vice President, for this installment of The Boardroom Report. Assurant Solutions is part of Assurant (NYSE: AIZ), a premier provider of specialized insurance products and related services in North America and selected international markets. ([news](#) - [alert](#))*

NT: Please tell us about your company.

CL: We are a very focused, specialized insurance and fee income company targeted toward very selected industries. Historically, like most companies in the insurance space, we started out doing insurance underwriting against specialty programs sold through banks, retailers and other financial institutions. What we did well, historically, was market specialty products through third-party distribution. We like mass distribution, it gives us a nice spread of risk — all the things you like in insurance. We really built the core of the company on that. What we've done during the past three

to five years is to take that core capability of these specialized programs sold through third-party distribution and really ask the question, how can we build on that, not just as an insurance underwriting company, but what other products, services and adjacencies should we build around these core products?

We refer to this as our value chain. That's what we're excited about now. As we look at the future and this notion of the value chain, I think this whole process called Targeted Solutions is a great example of how we think about this.

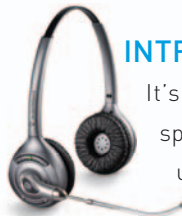
For many years, we dominated the core credit card insurance and debt deferment product line with the major

credit card companies. We've been doing that well for many years, doing great upfront marketing, very good retention at the back end, and customer service: all core stuff. Yet, as a company, it occurred to us that there's got to be a next generation of how we're thinking about this business model. This will give you an idea of how we reinvent ourselves culturally every few years. I think it is one of our real competitive advantages. We'd been doing upfront outbound telemarketing and retention and customer service for many years. This part of our industry had not changed much in a very long time. So what we did was invent a way to change the paradox from top to bottom. We looked at how we were measuring the metrics and whether we were looking at the right things. As it turns out, we weren't. There was 20 years of legacy thinking. So we changed that and said, "Wait a minute...how can we build in a capability around that new metric that helps us do better than everybody else in the industry?" It took a year and a half or more, and the output was very simple.

We can now go to a client and say, if you want to do better on the front end, (more cost-effective acquisition) and better on the back-end (more cost effective in retention of revenue), then we can help you. It's been a very powerful proposition. What I like about it is that we took a core competency we already

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had and morphed it and reinvented it. As an organization, we tend to find these niche products serve lots of different industries, mostly financial distribution. The other thing that's changed for us in the last five years is we've taken these core business models and are transferring them to markets all over the world. We're now fully operational in 10 countries and will continue to add countries in the future.

**NT: You have a lot of things in your favor. You're a major player, part of a Fortune 500 company. Also, you actually have background in this industry. You had an idea of what the industry was about before you launched your product.**

**CL:** Yes, one of the things we're excited about is that when we invent something like Targeted Solutions, one of the reasons why we're able to invest to begin with and [recruit good people] is the fact that we can leverage this in the markets that we're in around the world. So while our competitors tend to look at things on a domestic basis only, I think it's a tremendous advantage that we can spend dollars here to invent and implement something, knowing we're going to be able to leverage it in a dozen or more markets. This is clearly a capability that we believe can leapfrog us into the markets we're in. If you look at most of the markets outside of the U.S., even basic retention in customer service work is done at a very rudimentary level, if at all. So think about the power of going into a market such as Brazil, where we're growing tremendously, to take this type of proprietary process knowledge and technology into a market like that at the appropriate time, I think puts us in a position competitively in a marketplace that's barely doing customer service and retention correctly. We put this in, and I can see our competitors having a really difficult time competing with that, and that's exciting.

**NT: Can you tell me about the challenges that are facing your company and your market?**

**CL:** My overarching challenge for Assurant Solutions is probably not dissimilar to most companies, and that's

growth. If you look at [the financial results of our parent company], you'll find we're a very profitable company. Today, everybody in the public company environment is looking for revenue growth. We're doing very nicely in that category. But I tend to be somewhat impatient that we have to have continued plans to keep growing our revenue. That's not an uncommon challenge, but probably our biggest one.

Targeted Solutions is [an example of] the kind of things that we are doing in all of our businesses now. We take a business model that's tired and ask how we can turn that back into a revenue-generating business model. At the end of the day, that's what Targeted Solutions is. It's complicated. It has a lot of moving parts. But it's about generating more revenue for us and for our clients. That's what gets us excited about it. How we attack this challenge is to look at the value chain that we're providing, and ask if we're doing things, investing in things, that will drive more revenue. We go after those things pretty aggressively. Every company has a unique culture, none are right or wrong, but our uniqueness is that we try to balance a very aggressive sales, marketing, promotion and innovation culture, and I think we do a very good job of that. Our core values are of great concern to us. We care about how we do business, and not just what we do. I think that's a little bit unique about what's helping us drive growth.

**NT: In your opinion, what is the greatest need of our industry?**

**CL:** We looked at [the call center space] and perceived that it was a somewhat tired business model. Us included...we'd been in this business for 25 years, doing call center work. We thought it needed to be reinvented. When you get your head focused on one thing for so many years, it's so hard to see in the periphery around that. We decided we'd been measuring the wrong stuff and thinking about it in the wrong way for a long time. We thought the industry needed a shot in the arm, and that's what we did with Targeted Solutions.

**NT: Sometimes you just need some new blood to generate new ideas.**

**CL:** I think you're spot on. We're a big believer in terms of the promotional aspect. I think if there's anything all of us can learn from the dot com crash a few years back is the fact that there were so many brilliant ideas accompanied by the complete inability to execute them. Most of those companies failed. They had very viable business models, but they were just that. They completely lost sight of the fact that this is about promoting that capability and really educating people, or educating the whole industry, on a new capability. You can't do that in a laboratory. We've got a lot of people working in labs and making the magic boxes work every day, but if no one knows about that, who cares? It's a great intellectual exercise, but it's not going to drive back to my biggest challenge, driving revenue growth. I think one of the unique combinations we have is that we're innovative and come up with ideas, alongside our history — the 60 plus years of our predecessor companies. Our legacy is very much founded on sales, marketing, promotion and a voracious appetite to bring in business in new areas. This is a great example of that. We have the better mousetrap, so now we have to go out and make sure we educate the industries and get that promoted.

**NT: What do you feel is the impact of this new solution on your bottom line?**

**CL:** From the Assurant Solutions standpoint, it's certainly material. In our initial phases of both the front-end and back-end application, and whether it's retention or sales, we've seen exponential lift in baseline results for our clients. In some cases, the volumes are so significant that this is a material impact for us. As a company, before we invest in something like this, we go through a pretty analytical process of understanding the potential: what we call the "what do we get if we win?" scenario. We don't like to invent things just because it's interesting; it has to have a material impact on the company.

**NT: You mentioned that you could tailor-make the product to individual company needs. Is it that flexible?**

**MB:** Basically, what this capability looks for is opportunities as they relate to



A black and white photograph of a crowded train platform. A person is walking on the platform, while a large group of people is standing on the tracks, leaning over the edge. The image is used to illustrate the concept of 'breaking new ground' by going against the flow.

# Stop Going with the Flow. Start **Breaking New Ground**

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either saving a customer or potentially acquiring a customer. What we do is look at a client's file, and we look at the value distribution of the customers they are either trying to acquire, or customers that are calling in who could potentially be canceling. We build models around those individuals with the ultimate goal of predicting what the potential value of a save attempt would be to that customer. Then, whether we're doing the call center work ourselves or the client is using another provider, we look at the performance of the associates who are assigned to whatever the task happens to be: acquiring, saving or cross-selling, and develop a customized model for them to measure their performance relative to the effort, and how that performance lines up against the customers who are either being acquired or calling in. So it's not just one-dimensional where it's "this person is better than that person," but multidimensional, in that we're looking specifically at how an associate performs with a specific type of customer. That gets added up to create an optimization model, which gets the right customer to the right associate to optimize the result of the entire team. It's from that where we get the huge revenue lifts.

**NT: What would you say is your company's greatest core competency?**

**CL:** A couple of things. The overarching one goes back to the culture that I described. I think we have the unique ability to take innovative ideas and implement them. We have a very passionate, driven group of people ... people who care about our core values and how we do things. When you think about the industries we serve: banks, retailers, wireless providers, mortgage companies — these are very reputation-driven companies. Our industry has been plagued by companies that come and go. Some by choice, some because of financial problems. Our core is the way we behave as well as the passion we have for instituting our business plans. This is very important and has led to a lot of our success over time. I tend to think about core competency and differentiators together. What I think sets us apart is this notion of a value chain, and that we never think about just a prod-

uct. Targeted Solutions came from our credit card insurance business, where we sell an ancillary life, disability and unemployment product attached to a credit card bill. You might ask, how in the world did you get into what you're doing now based on that?

I think that is the essence of our differentiator. If you think about a picture of a core product; in this case, credit insurance on a credit card, and around that what we try to do is create this value chain to say, OK, what are the other parts that are going to make this program successful? Then, we define what success is. For us, success means we're going to create value for our customers and, in most cases, that means more revenue, because these are revenue-generating programs, and we're going to make customers happier. If we can do any of those things for our clients and our industry, we're going to win. It's not just delivering a simple product, it's doing things like Targeted Solutions. It's a differentiator, because none of our competitors know how to do that. It's about point-of-sale marketing. We've developed techniques at the point of sale where you might walk into CompUSA, and the likelihood of you walking out with a warranty (another Assurant Solutions business) is much higher because of our proprietary techniques for how to sell those [products]. That's where we spend our time: thinking around the product. They are pieces of the value chain that we're going to invest in and get better and better at, and invent new ones all the time. This allows us to drive that revenue, make our client customers happier. We think we win in the long-term.

**NT: Yes. If you create value for your customers and help them with the retention of their customers, they will stay with you forever.**

**CL:** I think that's where we are now. We've really proven the patented processes in a very finite space: we've focused on the credit card space. What we're pushing at now is where else this application will work as we look at the whole [call center] universe. That's what gets us excited. We think the answer is, a bunch of places. We have to go about figuring that out, and promoting it

within those new spaces.

**NT: What would be your company's positioning statement?**

**CL:** Certainly, at the high level of our solution, we position ourselves as a very targeted, specialized, insurance, fee-income solution for our clients. There are a couple of important points to this. First, we want to partner with industry leaders only. Over the years, that has really driven the success of our market. Second, if we can help minimize risk, either real or perceived risk, then we tend to win over the long term for our customers. Third, the enhanced revenue; and fourth is what we call achieving operational excellence. It's really a nice way to say, we want to offload all of the processes that are not core to you. For example, I can go to a credit card company and offload and manage from top to bottom your credit card insurance program — front-end acquisition, processing, benefit claims payments, targeted retention, etc. We want to do the whole thing for you. That's how we achieve the operational excellence. That's how we try to position ourselves. We do that at the solutions level within a bunch of different industries and product lines, but that positioning doesn't change. Manny, can you address that question as well?

**MB:** How this whole thing fits with regard to Targeted Solutions is that we're here to create incremental revenue for our clients. For example, within a 12-month Targeted Solutions campaign, a client achieved 67 percent lift over baseline in revenue retained that translates to a projected \$25 million lift in revenue over a 24-month period. We've even structured arrangements so that we get paid as that occurs, so there's no risk to our clients. These capabilities will create significant incremental revenue for clients who decide to deploy them.

**NT: I was very impressed when I saw the solution. It's essentially a pay-for-performance offering.**

**MB:** Absolutely.

**NT: I think that's very unique. You have a great product. Thank you very much for your time. CIS**

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# Cultivating Marketing Excellence From The Classroom To The Lab To The Workplace:

In Focus: Database Marketing, Telemarketing, E-marketing and Integrated Marketing

By Tracey E. Schelmetic, Editorial Director, Customer Inter@ction Solutions

In 2005, only 39 U.S. colleges or universities reported offering a direct marketing program with at least 50 percent of course content spent on areas of direct marketing. None of these schools reported requiring hands-on experience with direct or interactive marketing companies.

In response to this deficiency, The University of Akron College of Business Administration launched the Gary L. and Karen S. Taylor Institute in the fall of 2004. It did so in partnership with Gary Taylor, chairman of the board of Akron-based InfoCision Management Corporation. The Institute's goal is to fill the current gap of formally educated direct marketing professionals; essentially, to "elevate direct marketing as a profession and to teach these valuable skills to business students."

Taylor recalled, "I told the university that I was interested in giving back in some way. When they came back to me with this concept, I really liked it." Taylor is an alumnus of the University of Akron; he graduated with a bachelor's degree in business in 1975 and earned his MBA at the university in 1977. The Taylor Institute (called "The Taylor" on campus) has been funded by gifts from Taylor and his wife Karen.

The Taylor Institute is dedicated to the database marketing areas of direct marketing; telemarketing, e-marketing, interactive television and other types of response marketing. Located on the fifth

floor of the refurbished Polsky building, which was formerly a department store, in downtown Akron, Ohio, the Institute is currently comprised of multiple high-tech direct marketing laboratories, seminar rooms and an office suite for Dr.

Dale Lewison, director and professor; and Dr. William Hauser, associate director and assistant professor. Upon entering the building, a visitor's first impression is that he or she has wandered into the recently (and expensively) decorated offices of a high-tech business. The feeling is professional, slick and conducive to team work, with its break and study areas of clustered tables and workstations.

Recently, Nadji Tehrani and I had the pleasure of sitting down with the project director, Dr. Dale Lewison, and the associate director, Dr. Bill Hauser, along with Steve Brubaker, senior vice president of corporate affairs for InfoCision Management Corp.



From left to right: University of Akron Vice President of Capital Planning and Facilities Management Ted Curtis; Karen Taylor; Gary Taylor; University of Akron Provost Elizabeth Stroble; and University of Akron President Luis Proenza.

**TS: What need is the Taylor Institute filling that is not being addressed by standard business schools?**

**DL:** I think the need to have a learning environment in which students can experience a real, applied level of projects. In other schools, typically, students learn what to do, and then they may work on some case studies. They may do a little project, or simulation, but as far as really performing the work, they don't. They know what to do, but they don't know how to do it. The fact that we have all these applications labs gives them experience in how to get things done.



Karen and Gary Taylor standing in front of the Taylor Institute sign.

**TS:** The kinds of applications you can't learn from textbooks.

**DL:** Right.

**TS:** How many students are currently enrolled?

**DL:** Right now, we have roughly 600-plus majors who take part or all of the course work of the Institute. The major that is most involved with the Institute is the e-marketing/advertising major. We also have a direct marketing minor and a database marketing minor. Also, the professional selling majors and the majors in marketing management take a lot of the core courses: buyer behavior, multichannel marketing, database marketing, integrated marketing communications and marketing strategy.

**TS:** Have you had your first graduates yet? When we last visited you, you had not, since the program was quite new.

**DL:** We do have students who are graduating. We are not having any problems placing these students; in fact, our biggest problem is that we have three or four times the number of people who want the majors than we have actual graduates at this point. It's a good problem to have, but it's still a bit of a problem.

**TS:** Can you tell me more about the real-life campaigns they conduct in your in-house call center? What kinds of programs are they doing and what kinds of results are they getting?

**DL:** Well, the call center just came online, but there are two campaigns the students are working on right now. Number one is selling football tickets. Number two is fundraising.

**TS:** They're doing an assortment of outbound campaigns, and getting good results?

**DL:** Yes...the clients are very happy.

**TS:** Can you tell me a little more about your eVenture Program?

**DL:** We have a business incubator right in the facility. It is five offices, a conference room and a general common area. Students who choose to major in the e-marketing/advertising or minor in direct marketing, together with the fact that they take two or three of the entrepreneur courses (they may even minor in entrepreneurial studies) would develop a business plan, from development through product management. If they are judged to have substantial direct marketing implications in the plan, we determine the project to be satisfactory, and we give them one free year of rent in our business incubator within the Taylor Institute. They can use it as an office, use the equipment and facilities. We'll help them implement their business plan. After that year, we can take them and move them four blocks down the street to the City of Akron business incubator, which has been totally revamped and is very nice, and they can have another two years to continue incubating their business.

**NT:** Dr. Lewison, you mention entrepreneurial studies. Can you explain what these are?

**DL:** First of all, students have to take a general principles course in entrepre-

neurship, learning what it means to be an entrepreneur. They also have a course in venture finance — how to finance a new business. They have a couple of seminar courses that deal in other specific things. They usually end up taking about three entrepreneurial classes. They have to take venture management, where they must develop a sophisticated business plan for a business. We have a contest every year on the best business plan; they are judged by outside judges. We also have the Fitzgerald Institute for Entrepreneurial Studies, which is rated in the top 25 in the country. We have people in that program. What we're trying to do is merge the two programs for a good one-two punch in new business development.

**TS:** Approximately what percentage of students' education is classroom lecture and what percentage is hands-on?

**DL:** I would have said at one time it would be about 80 percent classroom lectures, now they're down to 50 percent classroom lectures.

**TS:** It changes as they progress through the program?



University of Akron President Luis Proenza discusses the benefits the Taylor Institute will bring to the University of Akron.

**DL:** We do lectures for some of the earlier classes. That way, we meet the University's financial need for being highly productive: a big cash cow to the University. We do a lot of classroom lecture early, since we're introducing topics. But as we move into the more advanced courses, there are more projects and one-on-one interaction. Finally, at the end, it's all project-based. We require our students to either intern or do the practicum; many do both. A practicum is one applied experience where the student uses the internal labs of the Taylor Institute. They usually have a client, and they are expected to manage the relationship with that client. They do project management, and they will use our labs to meet with that client. They are expected to make a margin on that; sometimes, they develop good projects, but they are cost-prohibitive, which is not desirable.

The second experience is out of the Taylor in an internship in an outside company. We're doing more and more of that, because it's the best way for someone to hire.

**TS:** These are local businesses that you're partnering with?

**DL:** Yes. We have so many people asking; many more requests than we can accommodate. Everyone is so excited about it, but we can't meet that need yet.

**TS:** What kinds of positions are graduates looking for, both right after graduation and maybe five years down the road?

**DL:** It varies, because of all the various venues of direct marketing. There are many possibilities. The major itself is that we're trying to teach these people to understand the entire direct marketing process, so they understand it from the database/analytic standpoint to market analysis to creative marketing and marketing strategy to relationship and response marketing. We teach them that whole process, and we want them to understand, appreciate and be able to manage the whole process. We want them to be able to get into management right off the bat. Nobody else is training people to do that. Within their companies, then may end up specializing. We're starting to explore and build relationships across the campus, with everything from graphic design to creative writing to communications, because all those things come into play. It's line management training. We encourage our students to specialize in minors outside the department.

**BH:** You asked earlier about the ones who had graduated. Here's a good example of the kinds of jobs they're getting. For those of us on the direct marketing side, we've always known about

marketing analytics, but out there on the other side, they haven't. Some of our best students are now getting jobs in Fortune 500 companies in marketing analytics, which is the hottest thing in marketing today. Two or three of our students who graduated this spring are in ad agencies now. Right now, the big focus has been in the ad agencies, and on the analytics side.

**DL:** At one time, we had a straight advertising major. They were being paid substantially less than our sales and marketing students: average starting salary maybe \$10,000 or \$15,000 less per year. They were competing with communications majors. There are a ton of those, and they'll work for anything. One of the reasons why we got into this direct marketing/e-marketing/advertising thing was to give them the specialties and extras they need to command better salaries, and they do.

**SB:** As Bill was saying, they're getting \$20,000 more a year in marketing analytics than advertising majors.

**BH:** Or regular marketing management.

**TS:** Analytics probably requires them to have a minor in statistics or quantitative analysis, is that correct?

**BH:** They have to take quantitative analysis, but one of the things that we're doing here that's really unique is, instead of having people sit down behind a computer and run some statistical algorithms and say, "Here it is," we're teaching the students that they have to be able to interpret and analyze the data, then present them. It's no longer enough to say, "Here, Boss, here's a page of computer printout with your results on it." It's a matter of the student saying, "I can tell you what you need to know to make a decision right here and right now, based on those results."

**DL:** We put as much emphasis, if not more, on interpreting those data. Computer programs can do all that. Interpret those data, then present them.



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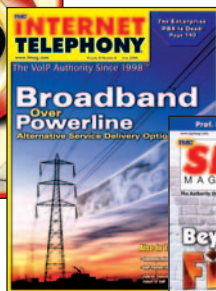
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**TS:** Given all the hands-on labs and programs you have, students probably have one great favorite and I think I can guess what it is. I believe you have an infomercial lab in the facility.

**DL:** We do. We're just coming online with it. We haven't used it yet. But when students walk in there and they see that, and once they get a chance to use it, every hambone in the world is going to come out of the woodwork, including Steve.

**SB:** Yes. Watch out, Ron Popeill!

**TS:** I'll keep an eye out for you on late-night QVC, Steve. So do you have a real-life client lined up for that service yet?

**DL:** Two weeks from now, they're coming in to start producing some video...some infomercials.

**TS:** What about the facility's focus group room? Are those for real clients or are they simulations?

**DL:** Those are for real clients. One example is E.J. Thomas Performing Arts Center and the Civic Theatre, which have been doing traditional marketing: newspaper ads and magazines and things like that. Right now, we have three different student classes that are working with different target markets. The students are working to revamp the Arts Center and Theatre's marketing program away from the traditional mass-advertising to more direct marketing. In other words, we asked the students how they would go about attracting more people from the student body. The E.J. Thomas Center is right by the campus. But the problem can be summed up in the words of one student, who said, "What is *The Man of La Mancha*? Is that a rock group?" Hardly

any of what the Performing Arts Center is offering is known to the students.

They don't know *Oklahoma!* We may know the great Broadway shows, but these kids have entirely different tastes. And of course, think of where they get their information. They don't read newspapers. They read magazines, and they read Web sites. If you're going to reach that body, you have to go through entirely different channels.

Another example: We have "Zippy," a kangaroo, as the mascot for the University of Akron (the zipper was invented in Akron). Last year, they started a new campaign called "Fear the Roo." The kangaroo was very mean-looking. So we played off that, and created "Rock the Roo," a cool-looking kangaroo. We had him in really cool sunglasses. We offered t-shirts. Students were lined up all the way around the center. We offered giveaways. We initiated all kinds of permission-based marketing: got their names, got permission to contact them — the whole nine yards. This was all done by students.

**TS:** Can you tell me a little more about your Internet Usability Lab? What's that about?

**DL:** That's one that's almost done, but we're waiting for some equipment. We call that "eyeballs and fingers," because we're going to have cameras, and we'll also have a software program that, if you're working through a Web site and get frustrated and click off, we'll be able to study, via the cameras and the keystrokes, what is causing problems with Web surfing. And therefore design better Web sites.

**TS:** Tracking the exact point at which people abandon transactions?

**DL:** Right.

**BH:** And also record the body language of the user during the session.

**DL:** We'll have the hard data from the software program, and the soft visual data from the video.

**TS:** That is very valuable.

**DL:** So are all our facilities. We're renting them out like crazy. For instance, we have the best focus group research room in all of Northeastern Ohio. And our call center is booked up for the whole year.

**SB:** From a marketing perspective, we are middle America. We are the slice of America that marketers are after.

**DL:** The Taylor Institute is a totally self-supporting unit. The only thing we get from the University is utilities. The professors are paid, but everything else: every piece of equipment, every piece of software, all the furnishings, the facility, all the operations, are all paid for. The only thing we don't pay for is professors; that's because they come in and teach university courses here. We are a new model of what higher education is going to have to be to thrive.

**TS:** You already touched on the fact that you have more demand than graduates, but once that pool gets larger, do you have a vehicle in place to help graduates get jobs?

**DL:** We do that, and in the college, we have a placement mechanism. The University has 18 full-time people dedicated to placement. We also do things like receptions for companies to come in and set up booths within the Taylor, and we invite students to come and look for internships. The best way to recruit is internships.

**TS:** Does Gary Taylor help craft the curriculum?

**DL:** Oh, yes. Gary is very active. He's an entrepreneur, so he's very interested in the entrepreneurial elements. He's very interested in the curriculum, but also research and the internship program.

**TS:** In some traditional college settings, students are happy to memorize from books and pass tests just to graduate. With all the hands-on work



the Taylor requires, do you find you're getting a higher caliber of student? One who really wants to learn and master a profession? You can't fake your way through lab exercises.

DL: It's a lot harder to hide. Even in a lot of our groups, we have peer evaluation as well as professor evaluation. I'll tell you what: if students think our professors are hard graders, they should look at some of their peers. They're very tough. So yes, it is a lot harder, because you have small groups, so you can't hide at the back of a 300-person lecture hall. We usually have photo seating charts to help us. We have a pretty good group of kids from a work ethic standpoint. About 80 percent of our students work 20 hours or more per week because they have to, to pay tuition. When you pay your own way through school, you have the tendency to be a lot tougher on

yourself rather than when Mom and Dad do it. Their work ethic is significantly better than that found at the average residential school.

TS: You mentioned, last time I spoke with you, that you were launching a graduate program as well. Is that up and running?

DL: Not yet, we're still working on that. We want it to be a success. A lot of MBA programs are sliding nowadays, so we're looking to develop a program that we know a number of companies would support by paying for a few employees to attend the program. Once we get the program and those sponsors in place, then we're going to launch the program. A lot of business education is drifting more toward the specialized areas. The general business is still big, but it's losing ground to more specialized focuses.

TS: You mentioned that the response you're getting from area businesses has been very good.

DL: Yes. With a recent donation, we'll be putting in some new buyer behavior experimental research laboratories. We'll be putting in some product development labs. Interactive Intelligence provided us with the software for our call center. We have another software program from Sivox, a simulation game for our call center to train our reps.

NT: Thank you very much for your time, gentlemen. **CIS**

For more information about the Taylor Institute and the University of Akron, visit the University of Akron's Web site at <http://www.uakron.edu/colleges/cba>. For more information about InfoCision Management Corp., visit <http://www.infocision.com>.



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# The Future Of IP Hosted Services:

A Q&A Session With Rich Tehrani And EagleACD's Kent Charugundla

TMC President Rich Tehrani recently got a moment to speak with Kent Charugundla, a veteran of the telecommunications industry. Kent is founder of the Eagle.net families of companies, which includes EagleACD IP Hosted Solutions, Eagle Teleconferencing Services and Eagle Communications.

**RT: How are you using IP communications in your global telecom infrastructure?**

**KC:** During last several years of global growth and progress in IP communications as they relate to the Eagle family of companies, we have been continuously investing in building our architecture and infrastructure. Our architecture of our IP hosted service platform allows any users, whether at home or an office location anywhere in the world, to take advantage of the services with just an Internet connection. This develops the optimum business model by using global connections and a distribution of information and knowledge.

Eagle employs a state-of-the-art infrastructure that uses all industry-leading standards. EagleACD represents a significant advance in contact center services. Its IP-based infrastructure allows call center agents located anywhere to interact with voice or Internet callers — regardless of whether their origin is a PSTN or IP network. This unified architecture provides a complete contact center solution in one simple package, including multimedia ACD, IVR, predictive dialing, Internet collaboration, e-mail response management, call recording, CTI-like integration and conferenc-

ing. With EagleACD's ([news - alert](#)) cutting-edge VOIP ([define - news - alert](#)) contact center service, your contact center can be located anywhere in the world.

Eagle uses pure IP for all inside and outside connectivity. IP allows us to interconnect via SIP with other carriers, tandem connectivity, class 4, cross-connects between PSTN-IP, applications servers, conferencing and SIP transfers all the way down to the customer's phone. IP has enabled us to achieve not only this advanced applications delivery to our customers but also an agnostic approach to the IP network.

**RT: You manage a wide range of telecom services and diversified user groups. Where do you see significant growth for Internet telephony?**

**KC:** At the moment, infrastructure services such as IP hosted services, conferencing and network connectivity services have seen the fastest pickup, because they have now reached a stage of acceptability by customers. We have expanded our network capacity considerably during last 12 months. We are seeing more customers beginning to outsource their call center infrastructure. So this continues to be very promising. Additionally,



Kent Charugundla

we have seen a significant upsurge of interest in voice and Web conferencing. We see an increase in URL pop-ups for CRM-based applications in relation to the IP-PBX. These are all areas we continue to be quite bullish about.

**RT: How is the IP connectivity supported?**

**KC:** EagleNet provides complete technical and professional services support, everything from network assessment to implementation to managed services to maintenance. We allow our customers to choose the level of support they need, so customers can focus on the core business they're already managing. Our EagleACD facility utilizes dual physical entrances and dual network connections. Our backup power is supplied with onsite UPS and generators for power backup. We have utilized dedicated connections to the public switched telephone network (PSTN) to ensure the highest possible quality and reliability. This engineering, coupled with our

digital class 4 switching platform, provides you and EagleACD the greatest flexibility possible in routing traffic and recovering from any potential network issues that could arise.

**RT: What is your business model for IP communications?**

**KC:** In today's competitive climate, innovation is more than just an important element to success. It is a requirement. We continuously focus on new marketing paradigms to bring new IP services. We believe that customers today need new pricing schemes and new means of delivery and support so that customers are delighted.

Moving from a fixed-cost, asset-based payment plan to a variable cost, non-asset-based payment structure is a huge innovation in the industry. We offer a true "pay as you go" service. You pay for

minutes of use only. The way we deliver is by utilizing our global network. With the fixed-cost model, you are still paying for the service whether you use it or not. The idea that you pay for only what you use is a big change from the way it usually works in call centers. With the variable model, you pay for only what you use and create. We have worked hard to create a very simple relationship with our clients so they can use their platforms and have the scalability they require.

In addition, our business model is based on an "on-demand" model. In other words, we are always ready to serve your needs and accommodate your business fluctuations — that is part of our business model. You do not pay for the scalability. You can add or remove agents to grow or handle fluctuations. This is a true variable cost model; essentially, you pay if you have business. We

have taken a genuine partnership approach to supporting your business objectives.

**RT: You have an operation in India. What has been your experience there? What is your opinion on IP infrastructure in India?**

**KC:** There are a number of reasons the Indian market offers better opportunities for IP communications than other countries. Five reasons are:

- **Foundation:** Indian companies have more than 10 years of working experience with marketing, technical, financial and customer relationships globally. They have developed a good business model to address market needs.
- **Reputation:** Indian companies have built an excellent reputation for delivering high quality at competitive prices; they are now credible at the global level.



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Indian companies for BPO services rank second after U.S. BPO firms, and India's global reputation is being recognized.

- **Indian growth rates:** India's economy has consistently achieved significant growth rates of approximately eight percent during last decade, and it has excellent traction.

- **Market growth:** Indian companies are growing very rapidly, as are their communication demands. In addition, teledensity has grown significantly, resulting in a substantial traffic surge.

- **Government:** The Indian government has become a very powerful and business-friendly ally in promoting companies within India by means of a series of deregulations.

During the last few years, Indian companies have become efficient and productive. They are moving away from the attitude, "Let's stay home, let's copy and let's compete on price." Indian companies are starting to internationalize more and create stronger global strategies.

India produces about two million graduates every year, representing one of the largest supplies of graduates in the world. Also, Indian call centers have established a world reputation in terms of quality, superior delivery model and an economical alternative. The BPO/call center trend in India is still in its infancy. A number of highly competent Indian enterprises have established excellent integrated onsite/offshore business models that optimize skill sets, operating efficiency, quality of service and a superb delivery system.

The trends are very positive, and the magnitude of the changes that are taking place in the business environment and company strategies is still modest. There is every reason to believe that many Indian companies will become a part of the Global 100 and Global 500 lists.

India has the advantage of a late start; as such, they are able to invest in the most advanced IP infrastructure. India is home to two of the largest fiber companies in the world — Reliance (FLAG) and VSNL (Tyco & Teleglobe). The

advantages offered by these two organizations to India are very favorable due to their competitive nature of pricing and advanced IP infrastructure. Reliance and VSNL have already fibered most of India, including small villages, thus preparing India for the global market.

**RT: How does an IP hosted solution help your customers?**

**KC:** We want our customers to focus their time and money on their value-added business areas. The idea of an IP hosted solution is one of the hottest trends around.

The basic idea is to move call center infrastructure toward a utility pay-for-use model in which users can tap into vast pools of call center power and use only what they need and pay for only what they use. For customers, it promises virtually unlimited resources with no need to invest in call centers of their own. It's there when they need it.

Beside savings, what really makes a difference is the ability to access the infrastructure within a couple of days to start serving customers. We believe in need-based sourcing — no long-term contracts, no huge, fixed-lease payments, no outdated technologies and no slow turnaround times. You can get everything you require from us. Our solutions save time and money. The key is global network connectivity and a variable-cost model that lets you pay as you go and only for what you use.

**RT: How instrumental have you been in promoting the use of IP communications setups for offshore call centers with your IP hosted solution?**

**KC:** We have been serving as an IP hosted solution business for call centers for about three years. When we interviewed small and mid-sized call center operators globally, they told us they liked the idea of IP hosted solutions, but stated that their IP network needs fluctuate. For this reason, paying per month on a per-seat basis did not make economic sense. They asked us if we could address this issue.

As discussed earlier, we had a vision

to bring value to our prospective customers. We pioneered a true "pay-as-you-go" pricing model. This has been well received in the global marketplace.

**RT: How do you see the next generation of IP communications evolving within your infrastructure?**

**KC:** We envision that network assets and talents will be dispersed globally. We are investing heavily in Europe and Asia. We envision that the U.S. will be leading the world in innovation, but deployment of network assets, skills and network operation will be continuously evaluated to extract maximum financial benefits.

We believe that the IP infrastructure will continue to evolve and replace the legacy system. As billions of dollars have been invested in data and voice communications infrastructures, the IP replacement will happen gradually as customers demand new features and those features can be justified economically. We expect that pricing pressure will continue to intensify, and service providers will need to successfully balance technology and economics. Companies that focus on technology only, without extracting business value, will not survive.

**RT: Do you expect the hosted call center market to continue its rapid growth?**

**KC:** During the last few years, a solid alternative to the premise-based solution has evolved. It is due to the fundamental way business operates with fluctuating demands. IP telephony has been deployed worldwide. These two powerful global forces are changing the landscape of the call center market, and every day hundreds of new agent positions are created using the IP hosted platform. To date, this penetration is relatively small, but double-digit growth is expected for at least a decade. Major players such as Microsoft, Oracle and Avaya have committed hundreds of millions of dollars to this burgeoning market. We share the same vision.

**RT: Thank you for your time, Kent.**

**CIS**





# [ Contact Center Research ]



# 2007: The Year Of The Empowered Customer

By Gary Barnett  
Aspect Software

Like many consumers today, when I need to purchase an item, sign up for a new service or plan a trip, I do my research. I read online reviews, e-mail friends and family members for recommendations and check out blogs for other customer opinions. Over the past year, the proliferation of instant one-to-one and one-to-many communication, as well as the widespread availability of information about products and services, has empowered the consumer more than ever before. Viewed as a blessing by consumers, this empowerment is seen by some businesses as a curse. They realize that today's consumers can have an enormous effect on them — positive or negative — and they have to be prepared. The contact center, in its role at the frontline of customer contact, is squarely positioned to make or break what today's consumers do with their newfound power.

I spent most of 2006 traveling to multiple contact centers and, regardless of their business processes, industries or size, I found that most of these companies face the same challenges: finding the right tools and technology to ensure they deliver a positive customer experience, and finding the delicate balance between meeting consumer demands and the realities of the bottom line.

## Challenges To The Customer-Company Experience

There are a couple of major challenges in which companies have significantly invested time and resources to resolve over the past year. Although it is a step in the right direction that businesses are finally recognizing these challenges, there is a lot more that contact centers can do to improve productivity and responsiveness to customer inquiries.

Here are some to consider:

**Reducing complexity.** The growing use of customer communication channels such as Web, e-mail, text and chat has made the integration of contact cen-

ter products and data more difficult than ever. How can a contact center work efficiently and productively if all its functions — automatic call distribution (ACD), voice self-service, dialer, workforce management, monitoring, recording — are not working together as one cohesive unit? Contact centers are now seeing the value of a unified solution to address the challenge of complexity. By unifying contact center capabilities, businesses have more flexibility, customer inquiries can be resolved more quickly, agents have easy access to customer data and managers can clearly view agent performance. The result is an empowered contact center to respond to the needs of the empowered customer.

**Delivering a consistent customer experience.** Many consumers complain about radically differing experiences when interacting with a single company. On one call, an agent may have the knowledge and customer information to resolve an issue, yet in a subsequent call or chat interaction, a different agent may not have access to the same information and

may not be able to help at all. Most of us, being consumers ourselves, know that inconsistency breeds unhappy customers. Who wants to deal with a company that has different agents giving contradicting answers every time you interact with that company? Since consumers have become more savvy in their research and buying decisions, they are turning to the companies they can rely on to meet their needs on a consistent basis.

While many companies recognize that there will likely always be a human element to making customer-company interactions more consistent, there is a lot that companies can do to ensure they are meeting their customers' needs and delivering a pleasant, consistent experience across all channels — including those that are automated or via self-service. For example, speech technology is enabling customers to easily speak their account number to retrieve balance information. At the same time, companies can use quality management applications to record calls and review them for consistency and training purposes, and enable agents to learn from both well executed and poorly executed interactions. Companies that implement quality management solutions seem to stand out as having more consistent business processes and customer interactions. Combined with embracing unified solutions, successful companies are properly tracking agent performance and simplifying their customer data and information management to improve the customer experience.

## Priorities For The Near Future

In a word...analytics. We are encouraging our customers to focus on analytics in the coming year, with the understand-

ing that analytics can provide a comprehensive view of the entire contact center and, therefore, provide insight into the customer experience. With the contact center increasingly being looked at as a revenue-generating profit center in many companies, analytics can help enhance that view by tracking and analyzing agent performance through key performance indicators (KPIs) that reflect best practices and/or are tied to overall strategic business objectives. Some examples of KPIs include measuring calls handled per agent-hour, schedule adherence, agent quality scores, service levels, revenue collected per agent-hour, occupancy rates and shrinkage. The analysis of these metrics can improve contact center service levels, allowing an efficient response to multiple consumer demands.

Analytics solutions that show agent productivity and identify gaps in compliance and consistency issues are essential to optimizing performance and, in

turn, maximizing revenue and improving interactions. Quality management analytics applications record calls to pinpoint and evaluate customer interactions. Recording and analytic capabilities help contact centers deliver repeatable and consistent customer interactions. As stated earlier, consistency has been a real challenge for contact centers over the past year, and speech recording and analytics tools can improve overall customer experiences by delivering consistent, best-in-class interactions and empowering agents to become quality advocates.

#### The Impact On The Consumer Experience

Now that consumers are armed with easy access to information, pricing alternatives and market reviews — and they have the tools to tell vast amounts of people about their experiences — they are more empowered than ever before. Companies that recognize this empowerment and the importance of delivering a

positive, consistent customer experience will gain and maintain the competitive advantage. Contact centers that have invested in unified solutions and quality management will continue to stand out from the competition, and consumers will continue to recognize and reward them for the work they're doing. In the year to come, consumers will have no problem switching services or products if they find the experience that they need, want and deserve somewhere else. Successful companies in 2007 will examine the challenges that have beset the customer-company experience over the past year, take a closer look at how the contact center fits in with their overall customer strategy and set strategic priorities and goals for the months to come. **CIS**

*Gary Barnett is chief technology officer and executive vice president for Aspect Technical Services ([news - alert](#)) and Research and Development (<http://www.aspect.com>).*

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In the Alphabetical Listing Section of this directory you will find company names and contact information followed by a "product/service" line and a listing of numbers. These numbers refer to the individual product or service categories.

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**a-c****KEY**
**M - Manufacturer   V - Value-Added Reseller   S - Service Provider**  
**C - Computer Software Developer   See Pages 36-37 for Product/Service Codes**

**12 Step Productions (S)**  
 559-323-1472  
<http://www.kathysiskenterprises.com>  
 Products/Services: 154,155,156,157,158

**411XML (S)**  
 800-396-3179  
<http://www.411xml.com>  
 Products/Services: 105,118,120,121,122

**811MSi Software 2004 Inc. (C)**  
 772-388-1073  
<http://www.811msi.ca>  
 Products/Services: 51,88,114,136,151



**Accurate Always (M, C)**  
 800-828-9428 x801  
<http://www.accuratealways.com>  
 Products/Services: 22,173,51,95,123

**Active TeleSource, Inc. (S)**  
 503-292-2077 x5304  
<http://www.theactivegroup.biz>  
 Products/Services: 63,66,130,133,134

**Active Voice, LLC (M)**  
 206-441-4700  
<http://www.activevoice.com>  
 Products/Services: 159,160,161,167,163

**Active+ Software (C)**  
 +33 4 68 05 47 74  
<http://www.emill.net>  
 Products/Services: 73,77,79,82,84

**Adjoined Consulting (S)**  
 305-269-8588  
<http://www.adjoined.com>  
 Products/Services: 46,52,71,149  
 Other: Outsourcing, Technology Integration, SCM, CVM, Research Services, ERM, BI, EA

**ADTRAN, Inc. (M)**  
 256-963-8000  
<http://www.adtran.com>  
 Products/Services: 29,71,144  
 Other: Managed Ethernet Switches

**Advanced Concepts, Inc. (C)**  
 414-362-9640 x210  
<http://www.advanced-concepts.com>  
 Products/Services: 47,53,63,142,150

**Advanced Data-Comm (S)**  
 800-582-9501 x83545  
<http://www.advanced-data.com>  
 Products/Services: 66,130,133,134  
 Other: Inbound/Outbound/CRM

**Ai-Logix, Inc. (M)**  
 732-469-0880  
<http://www.audiocodes.com/blades>  
 Products/Services: 26,44,49,123,165

**Alcatel (C)**  
 781-738-4345  
<http://www.alcatel.com/enterprise/en/solutions/collaboration/index.html>  
 Products/Services: 20,44,45,56,159

**Alexander Resources (S)**  
 972-818-8225  
<http://www.AlexanderResources.com>  
 Products/Services: 43,46,66,156



*The smart way to make contact™*  
**AMCAT Software (M, C)**  
 300 Johnny Bench Dr.,  
 Oklahoma City, OK 73104  
 Contact: Richard Costello  
 800-364-5518  
<http://www.amcat.com>  
**smart@amcat.com**  
 Products/Services: 7,20,47,57,150  
 Amcat provides a unified customer interaction communications platform enabling companies to increase revenue, build productivity, reduce costs and improve the customer experience. We help companies grow their business and adapt to change. With 15 years experience, only Amcat delivers the combination of best-in-class unified inbound outbound software with low total cost of ownership. The Amcat system is easy to use, learn, manage and change. It's rapidly configured and deployed and can grow and scale with your business. Amcat provides the reliability, expertise and value that make it the smart choice.

**Amtech Marketing, Inc. (S)**  
 888-546-4844  
<http://www.amtechmarketing.com>  
 Products/Services: 46,98,148,156,157

**AnswerNet Network (S)**  
 609-921-7450  
<http://www.answer.net>  
 Products/Services: 61,130,132,133,134

**Ascendent Systems (C)**  
 888-507-1777  
<http://www.ascendentsystems.com>  
 Products/Services: 20,32,44,71,159

**Aspect Software (C)**  
 888-412-7728  
<http://www.aspect.com>  
 Products/Services: 7,57,136,166,171

**Associated Call Centers (S)**  
 800-610-5262  
<http://www.inboundacc.com>  
 Products/Services: 99,130,131,134,135

**Autotask Corporation (M)**  
 518-720-3500  
<http://www.autotask.com>  
 Products/Services: 47,52,95,142,171

**Avidian Technologies (C)**  
 206-686-3001  
<http://www.avidian.com>  
 Products/Services: 47,53,86,142

**AVTEX (V)**  
 800-323-3639 x3310  
<http://www.avtex.com>  
 Products/Services: 7,20,72,107,159



**BandTel for Flawless VoIP (S)**  
 949-640-9700  
<http://www.bandtel.com>  
 Products/Services: 104,115,116  
 Other: VoIP PSTN Flawless Connections Worldwide

**Bandwidth.com (S)**  
 919-297-1100  
<http://www.bandwidth.com>  
 Products/Services: 20,31,103,104

**BASIX Automation Integrators, Inc. (V)**  
 603-758-6458  
<http://www.basixai.com>  
 Products/Services: 20,31,49,166,167

**BCE Elix (V, S)**  
 514-768-1000  
<http://www.bceelix.com>  
 Products/Services: 53,57,123,166,171

**BluiIntelligence (S)**  
 952-392-2054  
<http://www.bluiintelligence.com>  
 Products/Services: 46,51,136,142

**BrandonWayne Group, LLC (S)**  
 800-946-2693  
<http://www.callcenterworkforce.com>  
 Products/Services: 46,96,98,99,130



**Call Center Consultants (S)**  
 781-740-2772  
 Products/Services: 118,119,121  
 Other: Call Center Prospect Lists

**CallCenterJobs.com (S)**  
 888-353-7529  
<http://www.callcenterjobs.com>  
 Products/Services: 46,96,98,99,145

**Callzilla, LLC (S)**  
 305-503-9069  
<http://www.callzilla.net>  
 Products/Services: 16,130,131,132,133

**CapRock Communications (S)**  
 888-482-0289  
<http://www.caprock.com>  
 Products/Services: 20,24,71,149  
 Other: Satellite Communications

**Castel, Inc. (M, C)**  
 978-236-1000 x682  
<http://www.castel.com>  
 Products/Services: 22,30,57,113,146

**Castle CRM (V)**  
 866-330-6470  
<http://www.acastle.com>  
 Products/Services: 46,47,53,142,149

**Catalog Retail Marketing Int'l, Inc. (CRM) (S)**  
 802-334-1000 x203  
<http://www.crimi.cc>  
 Products/Services: 130,133,135  
 Other: Specialize in serving Catalog/Retail and Gov. Tourism applications

**Centergistic Solutions (C)**  
 800-387-0264 x338  
<http://www.centergistic.com>  
 Products/Services: 12,16,136,149  
 Other: Display systems

**Cerebit (C)**  
 813-868-1904  
<http://www.cerebit.com>  
 Products/Services: 173,136,144  
 Other: Fraud/Identity Theft Prevention

**Citrix Online (Citrix GoToAssist) (S)**  
 800-549-8541  
<http://www.gotoassist.com>  
 Products/Services: 94,106,109,140  
 Other: Hosted Remote Support Solution

**ClickFox (C)**  
 404-351-8020  
<http://www.clickfox.com>  
 Products/Services: 14,46,51

**Codima Technologies (M, C)**  
 610-579-9435  
<http://www.codimatech.com>  
 Products/Services: 24,119,136,151

**Comarch (C)**  
 +48 12 646 1504  
<http://www.comarch.com>  
 Products/Services: 11,47,53,62,116

**CommuniGate Systems (C)**  
 800-262-4722 x208  
<http://www.communiGate.com>  
 Products/Services: 20,25,27,101,104

**Compro Technologies Inc. (C)**  
 609-242-2211  
<http://www.comprotech.com>  
 Products/Services: 7,30,31,84,116

**Connection, The (S)**  
 800-883-5777  
<http://www.the-connection.com>  
 Products/Services: 130,132,133,134,135

**Contact Center Compliance (S, C)**  
 866-DNC-LIST  
<http://www.dnc.com>  
 Products/Services: 173,53,54,119,150



**CosmoCom (C)**  
 121 Broad Hollow Rd.,  
 Melville, NY 11747  
 Contact: Sales  
 631-940-4200  
<http://www.cosmoc.com>  
 info@cosmoc.com  
 Products/Services: 7,22,107,166  
 Other: Unified IP Contact Center Technology  
 CosmoCom, the global leader in Unified Customer Communications, is revolutionizing the whole range of business/customer interactions, not just in formal call centers, but

The listings in *Customer Inter@ction Solutions'* Buyer's Guide were obtained exclusively from vendor submissions. To be part of the online and future print buyer's guides, please submit your company's listing at  
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- Workforce Optimization
- Marrying Technology & Human Performance
- Where to VoIP
- To Host or Not to Host?
- IP Contact Center Shootout
- Effective Integration of Multiple Contact Channels
- Calling for More Than Quality Assurance
- Call Center Architectures with Custom Workflows
- Improving the Customer Experience Through On-Demand



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for all information workers. Its technology improves customer service and increases revenue while reducing cost by supporting many independent virtual contact centers on one all-IP platform that integrates easily with other VoIP network components and with the information technology environment. Organizations can benefit by deploying the technology themselves or by working with a network service provider that hosts it on a dedicated or shared-platform basis. CosmoCom is the most-selected provider of hosted contact center platforms to top-tier telcos worldwide.

**CPDI (M, C)**

360-694-2977  
<http://www.cpdicom.com>  
Products/Services: 31,90,153,160,163

**CrossTec Corp. (M, C)**

800-675-0729 x117  
<http://www.crosstecorp.com>  
Products/Services: 24,95,140,143,171

**Cummins Power Generation (M, S)**

800-888-6626  
<http://www.cumminspower.com>  
Products/Services: 138

**Customer Relationship Metrics (S)**

336-288-8226  
<http://www.metrics.net>  
Products/Services: 46  
Other: External Quality Monitoring

**Data-Tel Info Solutions (C)**

614-895-8852  
<http://www.datatel-info.com>  
Products/Services: 53,57,123,150,166

**DIRIGOSOFT**

Dirigosoft Corporation (S, C)  
443 Congress St - Ste. 400,  
Portland, ME 04101-3546  
Contact: Craig Shambaugh  
877-870-1234

<http://www.dirigosoft.com>  
[sales@dirigosoft.com](mailto:sales@dirigosoft.com)  
Products/Services: 20,115  
Dirigosoft is a manufacturer of world-class telecommunication systems for businesses to enhance the way they interact with their customers, and provide companies with the information they need to manage their business. Dirigosoft develops and provides world-class business communications solutions for small- and medium-sized businesses. By providing affordable mission critical communications solutions, Dirigosoft is changing the way businesses handle customer contact. Our flagship product, Dirigo iQueue, offers an integrated PBX/ACD system that's feature-rich, flexible and more affordable than competing products. Now every business

can benefit from a commercial-grade communications system that's easy to configure and easy to use, without having to make a major investment.

**Discount-Lists.com (S)**

888-285-5833  
<http://www.discount-lists.com>  
Products/Services: 64,117,118,121

**e-Glue (C)**

201-217-0022  
<http://www.e-glue.com>  
Products/Services: 68,114,136,150  
Other: Performance support

**Echo by BenchmarkPortal (S)**

805-614-0123 x36  
<http://www.echoinformation.com>  
Other: Customer Satisfaction Solution

**eGain Communications (S, C)**

650-230-7532  
<http://www.egain.com>  
Products/Services: 74,73,111,109,114

**Empirix (S, C)**

781-266-3379  
<http://www.empirix.com>  
Products/Services: 14,50,123,136,152

**Engate Technology Corp. (C)**

408-494-8310  
<http://www.engate.com>  
Products/Services: 73,144  
Other: Email Security, Anti Spam, Anti Virus, Anti-Spyware

**Interactive Distribution Co. (V)**

860-236-8600  
<http://www.interactive.com>  
Products/Services: 156

**Envision (C)**

206-225-0800 x500  
<http://www.envisioninc.com>  
Products/Services: 46,123,156,171  
Other: Business Intelligence



etalk Corp. (C)  
4040 W. Royal Ln., Ste. 100  
Irving, TX 75063  
Contact: Kathy Kuehne  
800-835-6357  
<http://www.etalk.com>  
[info@etalk.com](mailto:info@etalk.com)  
Products/Services: 173,51,114,123,136  
etalk, an Autonomy Company, is a leading provider of contact center software and services that helps global, multisite companies understand their customers and deliver outstanding service. Qfiniti Enterprise, etalk's core platform, delivers a full suite of contact center solutions for advanced speech analytics, quality monitoring and compliance recording, agent coaching and training, interaction assistance, customer satisfaction surveys and performance management - all in a sin-

gle interface. etalk offers the only technology to actually understand the communication a business has with its customers, automatically delivering relevant and accessible customer intelligence.

**Excell Agent Services (S)**

602-808-1511  
<http://www.excellsvcs.com>  
Products/Services: 52,70,130,132,134

**FacetCorp (M)**

800-235-9901  
<http://www.facetcorp.com>  
Products/Services: 20,25,30,49,115

**FOQUEST (V, S)**

781-245-7770 x2  
<http://www.foquest.com>  
Products/Services: 38,46,144,149  
Other: Biometrics and Data Security

**Forum Communications International (M)**

972-680-0700 x1601  
<http://www.forum-com.com>  
Products/Services: 44,71,104,109  
Other: Emergency Conferencing/Converged Conferencing

**Fused Solutions (S, C)**

315-265-3400  
<http://www.fusedsolutions.com>  
Products/Services: 52,94,111,130  
Other: Hosted & Enterprise CRM/Knowledgebase Management software

**GC Services (S)**

713-777-4441  
<http://www.gcserv.com>  
Products/Services: 16,130,132,133,134

**Genesis Telemanagement, Inc. (S)**

877-204-5800 x111  
<http://www.gen-tm.com>  
Products/Services: 124,125,126,127  
Other: Offsite Telecommunications Management

**Genticity (C)**

Ste. 10 - 132, 5890 Bethelview Rd.  
Cumming, GA 30040  
Contact: Gail MacKay  
404-307-2201  
<http://www.customer1.com>  
[dderin@genticity.com](mailto:dderin@genticity.com)  
Products/Services: 22,51,107,111  
Other: CRM for the Call Center  
Customer1 is the customer relationship management (CRM) software for the contact center. Customer1 connects customers to your organization, helping build strong customer relationships while better managing information. Customer1 presents a single view of the cus-

tomers by consolidating multiple data sources into one agent desktop. Call handling times are improved, agents have fingertip access to information and contact center personnel have real-time feedback on performance thanks to robust analytics and reporting features. With Customer1, you'll gain a keen insight into customer needs to the point of being able to anticipate their concerns and react to trends as they occur.

**Givex Corporation (S)**

877-478-7733  
<http://www.givex.com>  
Products/Services: 87,89,149  
Other: Gift Cards, Loyalty Cards, Stored Value, Coupons, Payment Systems

**Global Telesourcing, LLC (S)**

703-684-1141  
<http://www.globaltelesourcing.com>  
Products/Services: 130,132,133

**GN Netcom, Inc. (M)**

800-826-4656 x553  
<http://www.gnnnetcom.com>  
Products/Services: 93,92,104

**HigherGround Inc. (C)**

818-591-3133  
<http://www.highergroundinc.com>  
Products/Services: 12,123,136,151  
Other: Liability Recording, Agent Evaluation

**Human Resource Management Center (C)**

480-988-5597  
<http://www.hrmc.com>  
Products/Services: 96,98,111,166,171

**Human Technologies Global, Inc. (S)**

845-228-6165  
<http://www.human-technologies.com>  
Products/Services: 46,97,155,156,157

**ICT Group, Inc. (S)**

800-201-1085  
<http://www.ictgroup.com>  
Products/Services: 130,132,133,135,147

**IEX Corp. (C)**

2425 N. Central Expwy., Ste. 500  
Richardson, TX 75080  
Contact: LeAnn Ratliff  
972-301-1789  
<http://www.iex.com>  
[iexinfo@iex.com](mailto:iexinfo@iex.com)  
Products/Services: 46,53,111,136,171



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**Influent Inc. (S)**  
565 Metro Place S, Ste. 250  
Dublin, OH 43017  
Contact: Hayley Savage  
800-856-6768 x3054  
<http://www.influentinc.com>  
[hayley@influentinc.com](mailto:hayley@influentinc.com)  
Products/Services:  
46,130,132,133,135  
Influent, with over a decade of call center outsourcing experience in consumer and B2B markets, successfully implements and manages inbound, outbound, customer care and BPO initiatives. Ranked among the top 20 largest outsourcers, Influent delivers unparalleled quality and performance on customer acquisition, lead generation, customer service and retention programs on behalf of major banks, mortgage lenders, insurance companies, enhancement services providers and energy marketers. Our 10 company-owned call centers located in the U.S., Manila and Panama have 1,500 seats and an employee base of 2,300, including over 100 licensed insurance agents and several hundred bilingual representatives in multiple centers.



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325 Springside Dr.,  
Akron, OH 44333  
Contact: Chris Wagner  
866-372-5959  
<http://www.infocision.com>  
[chris.wagner@infocision.com](mailto:chris.wagner@infocision.com)  
Products/Services:  
130,131,132,133,134  
As a leading provider of contact center solutions, InfoCision Management Corporation specializes in lead generation, customer acquisition, customer care and retention. With 25 years of direct marketing experience, we help clients build stronger, more valuable relationships with their customers. InfoCision is a full-service marketing firm, providing inbound and outbound teleservices, mail and premium fulfillment, bulk e-mail and fax, Web development, creative design and copywriting. Our reputation is unmatched and has earned us numerous awards. In fact, we have been recognized as the highest quality call center company in the world an unprecedented 13 times by Customer Interaction Solutions.

**Infor (C)**  
678-319-8000  
<http://www.infor.com/inforcrm>  
Products/Services:  
51,53,73,142  
Other: Call Center



**Information Access Technology (C)**  
1100 East 6600 S, Ste. 300  
Salt Lake City, UT  
84121-7411  
Contact: Marti Lythgoe  
800-574-8801 x260  
<http://www.iat-cti.com>  
[marketing@iat-cti.com](mailto:marketing@iat-cti.com)  
Products/Services:  
19,49,57,58,166  
IAT's CT Center, the premiere Predictive Dialer and Interactive Communication solution, allows broadcast messaging and predictive dialing to run concurrently without slowing performance on either side. Ensure the lowest possible wait time between calls, while keeping on-hold calls to a minimum. Universal Dialer Ports allow predictive dialer resources to be transferred to broadcast messaging dialers. IAT telephony partnerships make it easy for clients to get the lowest possible long distance rates. Twenty plus years of development, experience and unparalleled support ensure increased produc-

tivity, easy use and a dramatic, ongoing ROI. Outsource broadcast messaging with CT Impact, then upgrade to a site-premised solution.

**Informiam (M, C)**  
678-980-7413  
<http://www.informiam.com>  
Products/Services:  
51,114,136,171  
Other: Proactive Contact Center Management

**infoUSA (S)**  
888-316-0237  
<http://www.license.infousa.com>  
Products/Services: 55

**Ingate Systems (M)**  
603-883-6569  
<http://www.ingate.com>  
Products/Services: 140,144  
Other: SIP-capable Firewalls and SIPrators, NAT traversal, SIP Trunking

**InMedia (S, C)**  
+44 (0) 207 643 4002  
<http://www.mobsurvey.com>  
Products/Services:  
51,97,107,110  
Other: Survey Software

**InStranet, Inc. (S, C)**  
312-629-4577  
<http://www.instranet.com>  
Products/Services:  
95,105,114,156

**Intelemedia Communications, Inc. (S)**  
972-994-0700  
<http://www.intelemedia.com>  
Products/Services:  
7,131,134,166  
Other: Hosted Contact Center

**Intelnet Global Services (S)**  
972-712-7426  
<http://www.intelnetglobal.com>  
Products/Services:  
46,87,89,130,134



**Interactive Intelligence Inc. (C)**  
7601 Interactive Way,  
Indianapolis, IN 46278  
317-872-3000  
<http://www.inin.com>  
[info@inin.com](mailto:info@inin.com)  
Products/Services:  
7,22,27,111,166  
Interactive Intelligence provides the most innovative contact center and IP telephony products and services available today. Solutions that are modular in nature and built with proven products, backed by more than a decade of experience for superior value in a truly best-of-class offering. Is your business ready for a multimedia

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INDEX  
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Pages 36 & 37



contact center solution right now, along with the flexibility to add outbound predictive dialing and other features later? No problem. Our all-in-one IP-based contact center platform lets you do exactly that, just as it does for some of the most recognized companies in the world. At Interactive Intelligence, it's what we do.

**Interactive.com (S)**  
701 Concord Ave.,  
Cambridge, MA 02138  
Contact: Sam Kendall  
617-354-8585  
<http://www.interactive.com>  
[samken@interactive.com](mailto:samken@interactive.com)  
Other: E-mail marketing solution  
Our easy-to-use user interface and step-by-step process helps to create eye-catching e-mail campaign. You can manage your contacts, grow multiple mailing lists and ensure your e-mail marketing bulk e-mail campaign complies with the CAN-SPAM and Anti-Spam policies. It also provides a way to reuse your content through content library. You can do tracking and report on data. It is an e-mail marketing solution for small and medium-sized business groups and associations to send out bulk e-mail. Interactive.com, a vibrant portal for constant contact relationships, helps to prioritize and assign tasks to your sales force. You can track your sales activities, schedule calls and meetings and view and manage your sales pipeline: total management of your sales force.

**Interior Concepts (M)**  
800-678-5550  
<http://www.interiorconcepts.com>  
Products/Services: 128  
Other: Furniture/Site Design

**Internet Software Sciences (C)**  
650-949-0942  
<http://www.inet-sciences.com>  
Products/Services: 47,53,95,107,111

**Intervoice, Inc. (S, C)**  
800-700-0122  
<http://www.intervoice.com>  
Products/Services:  
53,147,160,166,170



**Invest In Guatemala (S)**  
10 Calle 3-17 Zona 10, Nivel 4  
Guatemala City, Guatemala  
00 01010  
Contact: Estuardo Robles  
+502-2421-2484  
<http://www.investinguatemala.org>  
[bpo@investinguatemala.org](mailto:bpo@investinguatemala.org)  
Products/Services:  
130,132,133,135  
Guatemala was recently regarded by 24/7 Customer as "The Diamond in the Rough" (CEO PV Kannan). The country has shown significant growth in the contact center and BPO

sectors due to its clear advantages in the region, both geographically as well as in infrastructure (maturity of service providers in telecom, energy, real estate and systems integration). This, combined with some of the lowest cost input rates in the nearshore region (Central America and Caribbean) and the largest available labor force after Mexico, make Guatemala a very attractive destination.



**Jacada (C)**  
800-773-9574  
<http://www.jacada.com>  
Products/Services: 107,111,142,149



**Kathy Sisk Enterprises (S)**  
800-477-1278  
<http://www.kathysiskenterprises.com>  
Products/Services:  
46,98,133,143,157

**Kinetic Data (C)**  
651-695-8566  
<http://www.kineticdata.com>  
Products/Services: 95

**Knova Software, Inc. (C)**  
800-572-5748  
<http://www.knova.com>  
Products/Services:  
53,95,107,111,114

**Kontaktto (V, S)**  
+57-1-605-9924  
<http://www.kontaktos.net>  
Products/Services: 13,14,97,98  
Other: Multilingual Contact Center Services

**Kubi Software (C)**  
781-259-7900  
<http://www.kubisoftware.com>  
Products/Services: 53,73,114,142  
Other: Sales Effectiveness

**KURANT DIRECT INC. (S)**  
212-866-0770  
Products/Services: 46,143,157  
Other: Audits, Performance Improvement, Outsourcing Management



**L&S TeleServices (S)**  
800-774-7973  
<http://www.mostresponsive.com>  
Products/Services:  
54,66,118,130,133

**Lauderbach Consulting Group (S)**  
610-812-6885  
<http://www.lauderbachconsulting.com>  
Products/Services: 13,46,98,155,157

**Left Bank Solutions, Inc. (C)**  
310-207-6800  
<http://www.leftbanksolutions.com>  
Products/Services: 171

**LumenVox LLC (C)**  
877-977-0707 xSales  
<http://www.lumenvox.com>  
Products/Services: 147,163,170,168



**Marastar Communications (S)**  
610-902-0080 x125  
<http://www.marastar.com>  
Products/Services: 86,97,156,157

**Mirabase (S, C)**  
305-960-1142  
<http://www.mirabase.com>  
Products/Services: 53,102,119,142  
Other: Latin American Spanish Adword Campaign Designers

**Money's Worth (S)**  
239-292-1234  
<http://www.4yourmoneysworth.com>  
Products/Services: 46,97,98,157  
Other: Interim Management

**Mr. Fantastic, LLC (S)**  
407-719-2020  
<http://www.stanbillue.com>  
Products/Services: 46,97,154,157,158

**Multi-Tech Systems, Inc. (M)**  
800-328-9717 x5176  
<http://www.multitech.com>  
Products/Services: 29,31,104,113,115

**Multima Corporation (C)**  
401-885-1916 x4242  
<http://www.netkeeper.com>  
Products/Services: 47,53,73,95,111



**Narragansett Technologies (C)**  
+353 61 234500  
<http://www.narragansett.ie>  
Products/Services: 51,55,68,73,119

**National Quality Assurance, USA (S)**  
800-649-5289  
<http://www.nqa-usa.com>  
Products/Services: 148

**National Technical Systems (S)**  
800-270-2516  
<http://www.ntscorp.com>  
Products/Services: 152

**NetHertz.com, Inc. (V, S)**  
701-282-5555  
<http://www.nethertz.com>  
Products/Services: 57,124,126,133  
Other: ASP Solution Services

**Netinfinium Corp. (C)**  
+60377223869  
<http://www.netinfinium.com>  
Products/Services: 74,73,110,111,159

**NetOffice Corp. (V, S)**  
888-638-6334  
<http://www.netoffice.com>  
Products/Services: 12,19,52,127,159

**Next IT (C)**  
509-242-0767  
<http://www.nextit.com>  
Products/Services: 53,107,111

**NICE Systems (C)**  
866-999-NICE  
<http://www.nice.com>  
Products/Services:  
173,51,123,136,147

**Noble Systems Corporation (C)**  
888-866-2538 x300  
<http://www.noblesys.com>  
Products/Services: 7,173,57,107,166

**NomKa Call Centers (S)**  
877-526-6652  
<http://www.nomka.com>  
Products/Services: 130,131,132,134,135



**Nordia Inc. (S)**  
3100, Côte-Vertu Blvd., Ste. 280  
Saint-Laurent (Quebec) H4R 2J8  
Canada  
514-332-5888  
<http://www.nordia.ca>  
Products/Services:  
70,130,132,133,135  
Nordica, a multi-contact customer care solutions provider, is part of one of the largest contact center networks in the world operating on three continents. Over 2,300 employees in 7 contact centers, based in Quebec and Ontario, handle inbound and outbound 24/7 services in French, English and Spanish for Canadian and U.S. companies in industry sectors such as telecom, financial services, banking, e-finance solutions, government, marketing, etc. A fully integrated multimedia suite of e-mail, text-chat, fax, voice, as well as self-help solutions, IP telephony and transparent multisite capacity are also part of Nordica's numerous advantages.

**Nortel Networks (M, C)**  
800-4NO-RTLE  
<http://www.nortelnetworks.com>  
Products/Services: 7,20,25,166,170



**Oncontact Software (C)**  
262-375-6555  
<http://www.oncontact.com>  
Products/Services: 51,53,86,95,142

**OnviSource Inc (C)**  
580-242-4636 x1130  
<http://www.onvisource.com>  
Products/Services: 7,27,123,159,160

**Onyx Software (C)**  
317-249-1270  
<http://www.onyx.com>  
Products/Services: 53,55,86,142  
Other: Business process management software



**OPC Marketing, Inc. (M, C)**  
3939 Belt Line 299,  
Addison, TX 75001  
Contact: Michael Henochowicz  
972-267-3279 x202  
<http://www.opc-marketing.com>  
[sales@opc-marketing.com](mailto:sales@opc-marketing.com)  
Products/Services:  
56,57,79,92,143  
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**Outsourcing International LLC (V, S)**  
800-477-1278  
<http://www.outsourcingintl.com>  
Products/Services: 46,130,133,134,135

**Overseas Service Solutions (S)**  
602-369-5515  
<http://www.overseasservicesolutions.com>  
Products/Services: 46,130,133,135,145



**PacketStorm Communications (M)**  
732-254-2434 x206  
<http://www.packetstorm.com>  
Products/Services: 173,152

**PBD Worldwide Fulfillment Services (S)**  
770-442-8633  
<http://www.pbd.com>  
Products/Services: 61,64,110,117,130

**pbxnsip Inc. (M)**  
978-364-0072 x111  
<http://www.pbxnsip.com>  
Products/Services: 7,1,20  
Other: Voice Recording

**PDS Inc. (C)**  
816-331-8100 x100  
<http://www.ets-pds.com>  
Products/Services: 56,57,58,149,150

**PeopleScout (S)**  
800-966-4803  
<http://www.peoplescout.com>  
Products/Services: 98,99

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Contact: Matthew Harless  
858-459-3000 x1115  
<http://www.phonewareinc.com>  
[mharless@phonewareinc.com](mailto:mharless@phonewareinc.com)  
Products/Services: 22,66,130,132,133  
In business for 32 years, Phone Ware is a full-service, state-of-the-art, integrated call center providing a blended suite of solutions

for programs that involve outbound and inbound calling, sales and customer care interaction. Located in San Diego, California, our call center has over 200 seats, all with predictive dialing and inbound capabilities. Phone Ware offers a broad range of both inbound and outbound business-to-business and business-to-consumer tele-sales and telecommunication services and specializes in the cable and telecommunications industries. Phone Ware takes pride in solutions we present for leading Fortune 500 organizations nationwide. Please contact Matt Harless, listed above, for information.

**Phulcio Systems (V, C)**  
646-290-5712  
<http://www.phulcio.com>  
Products/Services: 173,46,53,95,143



**Plantronics (M)**  
345 Encinal St.,  
Santa Cruz, CA 95060  
Contact: Sales  
800-544-4660  
<http://www.plantronics.com>  
[headsets@plantronics.com](mailto:headsets@plantronics.com)  
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**Prominence Networks (M)**  
732-203-9750 x29  
<http://www.prominencenet.com>  
Products/Services: 24,104,136,146

**Pulse Voice Inc. (S, C)**  
905-754-4100  
<http://www.pulsevoice.com>  
Products/Services: 7,30,56,116,166

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I.N.D.E.X**  
Located On  
Pages 36 & 37



**RAMS Group (S)**  
416-607-5727  
<http://www.rams-group.com>  
Products/Services: 11,54

**Raritan (M)**  
732-764-8886 x1375  
Other: Server Management Solutions

**Relevant Communications Corporation (C)**  
415-776-6337  
<http://www.relevantcommunications.com>  
Products/Services: 53,55,68,79,142



**Sage Software (C)**  
800-643-6400  
<http://www.sagesoftware.com>  
Products/Services: 47,53,76,87,142

**Samsung Business Communication Systems (M)**  
972-761-7000  
<http://www.samsung.com/bcs>  
Products/Services: 1,21,32,49,160

**SeeWhy (C)**  
+44 1753 752476  
<http://www.seewhy.com>  
Products/Services: 53,55,68,136,151

**Sennheiser Communications (M)**  
860-434-9190 x195  
<http://www.sennheisercommunications.com>  
Products/Services: 13,46,92

**SER Solutions, Inc. (C)**  
703-948-5500  
<http://www.ser.com>  
Products/Services: 47,57,150,170

**Sikorski-Tuerpe & Associates (S)**  
631-261-3066  
<http://www.laurasikorski.com>  
Products/Services: 13,46,128  
Other: Call Center Operations Analysis

**Smart Network Solutions (V, S)**  
305-269-4142  
<http://www.smartisvoip.com>  
Products/Services: 11,30,31,104  
Other: Integration of projects in IP communications

**Snowfly Performance Incentives (S, C)**  
307-745-7126 x7  
<http://www.snowfly.com>  
Products/Services: 62,97,136,139,171

**Soffront Software Inc (C)**  
510-413-9000  
<http://www.soffront.com>  
Products/Services: 52,53,94,95,142

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(S, C)  
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<http://www.softtel.com>  
Products/Services:  
46,49,149,166,170



**Spanlink Communications**  
(V, C)  
605 Highway 169 N.,  
Minneapolis, MN 55441-6422  
Contact: Kristen Jacobsen  
763-971-2000  
<http://www.spanlink.com>  
[mktg@spanlink.com](mailto:mktg@spanlink.com)  
Products/Services:  
49,114,136,171  
Other: Quality Management  
Software  
Spanlink delivers REAL customer interaction solutions that leverage VoIP to transform the way companies do business. Spanlink customer interaction, workforce optimization and system management and recording products are built from the ground up to support a strategic customer interaction network that spans all customer touch-points — contact centers, branch offices, Web sites and other interactive channels. Spanlink InteractiveEdge products include recording and evaluation, analytics, workforce management and dashboards and reporting against key performance metrics.

**Spectrum Corp. (M)**  
713-944-6200  
<http://www.specorp.com>  
Products/Services: 7,5,140  
Other: Wallboards, IP Wallboards

**Spoken Communications (C)**  
425-679-0696 x115  
<http://www.spoken.com>  
Other: Agent-Assisted IVR

**Staff Management (S)**  
800-746-9462  
<http://www.staffmanagement.com>  
Products/Services: 98,99

**Stratasoft, Inc. (C)**  
800-390-1157  
<http://www.stratasoft.com>  
Products/Services: 7,49,56,57,58



**Strategic Communication Systems (C)**  
2358 Hassell Rd., Ste. A  
Hoffman Estates, IL 60195  
Contact: Mark Findahl  
800-727-4155 x322  
<http://www.strategicinc.com>  
[mfindahl@strategicinc.com](mailto:mfindahl@strategicinc.com)  
Products/Services:  
7,46,47,57,107  
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888-266-6001  
<http://www.surefind.info>  
Products/Services: 70,117,121,122



**Symon Communications, Inc.**  
(M, C)  
500 N. Central Expwy., Ste. 175  
Plano, TX 75074  
Contact: Sales  
972-578-8484  
<http://www.symon.com>  
[sales@symon.com](mailto:sales@symon.com)  
Products/Services:  
5,101,136,149,171  
Symon Communications designs hardware and software tools to dramatically boost contact center productivity and performance, providing real-time visibility into critical information. Symon's award-winning products include the line of NetLite II contact center LED wallboards, TargetVision video solutions, and Vista and DeskView software. The company also offers Symon Enterprise Server software, an advanced foundation for collecting, consolidating, and distributing real-time information. Symon also provides a broad array of consulting, integration, and other supporting services for all types of contact centers. With more than 6,500 installations worldwide, Symon has provided award-winning products for more than 25 years.

**Synergy Solutions, Inc. (S)**  
602-296-1600  
<http://www.synergysolutionsinc.com>  
Products/Services:  
130,132,133,134

**Szatan and Assoc. (S)**  
312-440-9070  
<http://www.szatanassociates.com>  
Products/Services: 145



**Talisma Corp. (C)**  
425-688-3800  
<http://www.talisma.com>  
Products/Services:  
22,53,106,107,111

**TARGUSinfo (S)**  
800-682-7487  
<http://www.targusinfo.com>  
Products/Services: 122,147,153,166  
Other: Real-time Inbound Call Center Services

**TechExcel, Inc. (C)**  
800-439-7782 x5  
<http://www.techexcel.com>  
Products/Services: 47,53,95,142,152



**Technology Marketing Corp. (TMC) (S)**  
1 Technology Plz.,  
Norwalk, CT 06854  
Contact: Sales  
203-852-6800  
<http://www.tmcnet.com>  
Products/Services:  
43,59,118,154,155  
Technology Marketing Corporation (TMC) publishes four print magazines: *Customer Inter@ction Solutions*, *Internet Telephony*, *SIP Magazine* and *IMS Magazine*; as well as the digital publications, *Speech-World*, *WiFi Telephony Magazine*, *VoIP Developer*, *IP TV Magazine* and *WiMAX Magazine*. TMC also produces TMCnet, the world's leading communications and technology Web site. TMC is also the first publisher to test new products in its own on-site laboratories, TMC Labs. TMC produces INTERNET TELEPHONY Conference & EXPO, Call Center 2.0 and The VoIP Developer Conference. TMCnet, ranked among the top 2,000 Web sites in the World by Alexa.com, publishes more than 20 topical online newsletters.

**Tel-Assist (S)**  
888-446-8854  
<http://www.telassist.com>  
Products/Services: 130,135  
Other: 1st level Help Desk Service, Email Response

**Telacquire Marketing Group Inc. (S)**  
604-677-7780  
<http://www.telacquire.com>  
Products/Services:  
130,131,132,133,134

**TelCall S.A.C. (S)**  
+51 1 4443040 x213  
Products/Services:  
117,121,130,132,133

**Telecorp Products, Inc. (C)**  
248-960-1000  
<http://www.telecorpproducts.com>  
Products/Services: 7,5,107,136  
Other: Quality Monitoring, Real-time Recording



**Teleformix, LLC (C)**  
2100 Golf Road, Suite 460  
Rolling Meadows, IL 60008  
Contact: Richard Salah  
800-513-4000  
<http://www.teleformix.com>  
[info@teleformix.com](mailto:info@teleformix.com)  
Products/Services:  
51,53,136,157,163  
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**Teleperformance-Mexico (S)**  
972-731-6776  
<http://www.teleperformanceinter.com>  
Products/Services: 112,130,132,133  
Other: Customer Services/Tech Support.

**Telespectrum FX (S)**  
610-213-9792  
<http://www.trgcustomersolutions.com>  
Products/Services: 130,131,132,133

**TeleTech (S)**  
303-397-8100  
<http://www.teletech.com>  
Products/Services: 22,52,112,136  
Other: Customer Relationship Management and Business Process Outsourcing

**TelStrat (M)**  
972-543-3500  
<http://www.telstrat.com>  
Products/Services: 51,95,123,140

**Teltronics, Inc. (M)**  
941-753-5000 x7315  
<http://www.teltronics.com>  
Products/Services: 20,24,25,44,109

**Texas Digital Systems, Inc. (M, C)**  
800-693-2628  
<http://www.txdigital.com>  
Products/Services: 5,53,95,101,171

**The Active Network, Inc. (C)**  
800-661-1196  
<http://www.activegovernments.com>  
Products/Services:  
53,87,102,114,120

**The Call Center School (S)**  
615-812-8400  
<http://www.thecallcenterschool.com>  
Products/Services:  
13,46,155,156,157





**KEY** M - Manufacturer V - Value-Added Reseller  
S - Service Provider C - Computer Software Developer

**t-v**

**The Jay Group (S)**  
800-615-9934  
<http://www.jaygroup.com>  
Products/Services:  
61,110,130,139

**Tigerpaw Software (C)**  
800-704-9009  
<http://www.tigerpawsoftware.com>  
Products/Services:  
47,53,142,171  
Other: Professional Service  
Automation (PSA) Software

**TMONE (S)**  
877-868-2586  
<http://www.tmone.com>  
Products/Services:  
59,121,130,133  
Other: Customer Acquisition &  
Lead Generation

**Trivium Systems Inc. (C)**  
877-439-9338 x320  
<http://www.triviumsys.com>  
Products/Services:  
7,12,53,153  
Other: Call recording



**VegaStream (M)**  
877-834-4470  
<http://www.vegastream.com>  
Products/Services: 31



**Verint Systems (M)**  
330 South Service Road  
Melville, NY 11747  
800-4VE-RINT  
<http://www.verint.com>  
[info@verint.com](mailto:info@verint.com)  
Products/Services:  
123,136,147,171  
Other: Call Recording  
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and compliance, with  
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for developing more effective  
and profitable customer  
strategies. Verint  
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1000 companies in 50  
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**Vertical Communications (M)**  
617-354-0600  
<http://www.vertical.com>  
Products/Services:  
20,25,47,159,166

**Virtuosity (S)**  
323-466-2800  
<http://www.virtuosity.com>  
Products/Services:  
1,44,104,159  
Other: Electronic Telephone  
Virtual Assistants

**VLR Communications (V)**  
847-870-8310  
<http://www.vlrcommunications.com>  
Products/Services: 123

**Vocal Laboratories Inc. (S)**  
952-941-6580 x205  
<http://www.vocalabs.com>  
Products/Services:  
14,66,136,152  
Other: Usability testing of  
phone based inbound  
customer service

**VoiceGenie Technologies (M)**  
416-736-0905 x306  
<http://www.voicegenie.com>  
Products/Services:  
104,166,163,170,168

**VoiceLog (S)**  
301-230-2129  
<http://www.voicelog.com>  
Products/Services:  
123,134,151,166  
Other: Call Recording Solutions

**VoiceObjects**  
VoiceObjects, Inc. (C)  
1875 S. Grant St., Ste. 720  
San Mateo, CA 94402  
Contact: Bonnie Crater  
650-288-0313  
<http://www.voiceobjects.com>  
[bcrater@voiceobjects.com](mailto:bcrater@voiceobjects.com)  
Products/Services:  
53,147,160,166,163  
VoiceObjects is the phone  
application server company.  
VoiceObjects works  
with carriers and enter-  
prises around the world to  
deliver a personalized  
customer service experi-  
ence to more than 500  
million callers every year.  
VoiceObjects Server, the  
company's flagship prod-  
uct, supports phone-  
based applications at  
more than 50 leading  
companies, including  
Adobe, T-Mobile and  
Volkswagen Financial  
Services. VoiceObjects is  
privately held and head-  
quartered in San Mateo,  
California. For more infor-  
mation, please contact  
650-288-0299 or visit  
<http://www.voiceobjects.com>.

**VoiceStamps.com (S)**  
469-272-4688 x1  
<http://www.voicestamps.com>  
Products/Services:  
11,16,123,133,134

**VoxMedia Consulting, Inc. (S)**  
781-259-0404  
<http://www.voxmediaconsulting.com>  
Products/Services:  
46,147,166,167,170

**VXI (S)**  
213-637-1300 x6024  
<http://www.vxiusa.com>  
Products/Services:  
130,132,133,135,140



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**TouchStar Software (C)**  
866-338-0678  
<http://www.touchstarsoftware.com>  
Products/Services:  
173,57,143,150,151

**TRG Customer Solutions (S)**  
610-213-9792  
<http://www.trgcustomersolutions.com>  
Products/Services:  
130,131,133

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**W-Z****KEY****M - Manufacturer****V - Value-Added Reseller****S - Service Provider****C - Computer Software Developer**

See Pages 36-37 for Product/Service Codes

**west**

**West Corp. (S)**  
11808 Miracle Hills Dr.,  
Omaha, NE 68154  
800-841-9000  
<http://www.west.com>  
[sales@west.com](mailto:sales@west.com)  
Products/Services:  
130,131,133,135,147  
West Corporation is a leading provider of outsourced communication solutions to many of the world's largest companies. West helps our clients communicate effectively, maximize the value of their customer relationships and drive greater revenue from each transaction. West's integrated suite of customized solutions includes customer acquisition, customer care and retention services, interactive voice response services, as well as conferencing and accounts

receivable management services. West's experienced personnel, cutting-edge technology and advanced systems make it possible to provide companies with solutions that help increase revenue, lower costs and improve customer satisfaction.

**WisdomForce Technologies, Inc. (C)**  
425-481-8473  
<http://www.wisdomforce.com>  
Products/Services: 54,136,144,149  
Other: Data Integration

**WITNESS SYSTEMS**

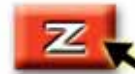
**Witness Systems (C)**  
300 Colonial Center Pkwy.,  
Roswell, GA 30076  
Contact: George Johnston  
770-754-8651  
<http://www.witness.com>  
[info@witness.com](mailto:info@witness.com)  
Products/Services:  
173,107,123,171

Other: Workforce Optimization, IP recording, e-Learning  
**Witness Systems (NASDAQ: WITS)** is the worldwide leader in software and services that help businesses capture customer intelligence and optimize their workforce performance. The company's Impact 360 Workforce Optimization solution features quality monitoring, compliance and IP recording, workforce management, performance management and e-learning. Primarily deployed in contact centers, branch, and back offices of global organizations, Impact 360 captures, analyzes, and enables users to share and act on cross-functional information across the enterprise. With Impact 360, organizations can improve interactions and the underlying back-office processes that enhance the customer experience and build customer loyalty. For more information, visit [www.witness.com](http://www.witness.com).

**Working Solutions (S)**  
972-964-4800 x252  
<http://www.workingsol.com>  
Products/Services:  
130,131,133,147  
Other: Real time voice and speech transcription



**Yakima County Development Association (S)**  
509-575-1140  
<http://www.ycda.com>  
Products/Services: 98,145



**zCONNEX GROUP (S)**  
800-715-9990  
<http://www.zconnex.com>  
Products/Services:  
46,130,131,133,160

**Zoot Enterprises (S)**  
406-586-7555  
<http://www.zootweb.com>  
Products/Services: 51  
Other: Credit Decisioning and Loan Origination Solutions

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Located On  
Pages 36 & 37

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## ACD PRODUCTS

### 1. Auto Attendants

**pbxnsip Inc.**  
<http://www.pbxnsip.com>

**Samsung Business Communication Systems**  
<http://www.samsung.com/bcs>

**Virtuosity**  
<http://www.virtuosity.com>

### 5. Message Boards

**Spectrum Corp.**  
<http://www.specorp.com>

**Symon Communications, Inc.**  
<http://www.symon.com>  
(See our enhanced listing in the alphabetical section.)

**Telecorp Products, Inc.**  
<http://www.telecorpproducts.com>

**Texas Digital Systems, Inc.**  
<http://www.txdigital.com>

### 7. ACD Software

**AMCAT Software**  
<http://www.amcat.com>  
(See our enhanced listing in the alphabetical section.)

**Aspect Software**  
<http://www.aspect.com>

**AVTEX**  
<http://www.avtex.com>

**Compro Technologies Inc.**  
<http://www.comprotech.com>

**CosmoCom**  
<http://www.cosmocom.com>  
(See our enhanced listing in the alphabetical section.)

**Intelemedia Communications, Inc.**  
<http://www.intelemedia.com>

**Interactive Intelligence Inc.**  
<http://www.inin.com>  
(See our enhanced listing in the alphabetical section.)

**Noble Systems Corporation**  
<http://www.noblesys.com>

**Nortel Networks**  
<http://www.nortelnetworks.com>

**OnviSource Inc**  
<http://www.onvisource.com>

**pbxnsip Inc.**  
<http://www.pbxnsip.com>

**Pulse Voice Inc.**  
<http://www.pulsevoice.com>

**Spectrum Corp.**  
<http://www.specorp.com>

**Stratasoft, Inc.**  
<http://www.stratasoft.com>

**Strategic Communication Systems**  
<http://www.strategicinc.com>  
(See our enhanced listing in the alphabetical section.)

**Telecorp Products, Inc.**  
<http://www.telecorpproducts.com>

**Trivium Systems Inc.**  
<http://www.triviumsys.com>

## BILLING

**Comarch**  
<http://www.comarch.com>

**RAMS Group**  
<http://www.rams-group.com>

**Smart Network Solutions**  
<http://www.smartisvoip.com>

**VoiceStamps.com**  
<http://www.voicestamps.com>

## CALL ACCOUNTING

**Centergistic Solutions**  
<http://www.centergistic.com>

**HigherGround Inc.**  
<http://www.highergroundinc.com>

**NetOffice Corp.**  
<http://www.netoffice.com>

**Trivium Systems Inc.**  
<http://www.triviumsys.com>

## CALL CENTER DESIGN/FACILITIES MANAGEMENT

**Kontakto**  
<http://www.kontaktos.net>

**Lauderbach Consulting Group**  
<http://www.lauderbachconsulting.com>

**Sennheiser Communications**  
<http://www.sennheisercommunications.com>

**Sikorski-Tuerpe & Associates**  
<http://www.laurasikorski.com>

**The Call Center School**  
<http://www.thecallcenterschool.com>

**ClickFox**  
<http://www.clickfox.com>

**Empirix**  
<http://www.empirix.com>

**Kontakto**  
<http://www.kontaktos.net>

**Vocal Laboratories Inc.**  
<http://www.vocalabs.com>

## CALL CENTER SIMULATION/TESTING SOFTWARE

## COLLECTION AGENCIES

**Callzilla, LLC**  
<http://www.callzilla.net>

**Centergistic Solutions**  
<http://www.centergistic.com>

**GC Services**  
<http://www.gcserv.com>

**VoiceStamps.com**  
<http://www.voicestamps.com>

## COMMUNICATIONS SYSTEMS

### 19. Communications ASP

**Information Access Technology**  
<http://www.iat-cti.com>  
(See our enhanced listing in the alphabetical section.)

**NetOffice Corp.**  
<http://www.netoffice.com>

### 20. IP-PBX

**Alcatel**  
<http://www.alcatel.com/enterprise/en/solutions/collaboration/index.html>

**AMCAT Software**  
<http://www.amcat.com>  
(See our enhanced listing in the alphabetical section.)

**Ascendent Systems**  
<http://www.ascendentsystems.com>

**AVTEX**  
<http://www.avtex.com>

**Bandwidth.com**  
<http://www.bandwidth.com>

**BASiX Automation Integrators, Inc.**  
<http://www.basixai.com>

**CapRock Communications**  
<http://www.caprock.com>

**CommuniGate Systems**  
<http://www.communiGate.com>

**Dirigosoft Corporation**  
<http://www.dirigosoft.com>  
(See our enhanced listing in the alphabetical section.)

**FacetCorp**  
<http://www.facetcorp.com>

**Nortel Networks**  
<http://www.nortelnetworks.com>

**pbxnsip Inc.**  
<http://www.pbxnsip.com>

**Teltronics, Inc.**  
<http://www.teltronics.com>

**Toshiba America Information Systems, Telecom Systems Division**  
<http://www.telecom.toshiba.com>  
(See our enhanced listing in the alphabetical section.)

**Vertical Communications**  
<http://www.vertical.com>

### 21. Key Systems

**Samsung Business Communication Systems**  
<http://www.samsung.com/bcs>

**Toshiba America Information Systems, Telecom Systems Division**  
<http://www.telecom.toshiba.com>  
(See our enhanced listing in the alphabetical section.)

### 22. Multichannel Contact Center

**Accurate Always**  
<http://www.accuratealways.com>

**Castel, Inc.**  
<http://www.castel.com>

**CosmoCom**  
<http://www.cosmocom.com>  
(See our enhanced listing in the alphabetical section.)

**Genticity**  
<http://www.customer1.com>  
(See our enhanced listing in the alphabetical section.)

**Interactive Intelligence Inc.**  
<http://www.inin.com>  
(See our enhanced listing in the alphabetical section.)

**Phone Ware Inc.**  
<http://www.phonewareinc.com>  
(See our enhanced listing in the alphabetical section.)

**Talisma Corp.**  
<http://www.talisma.com>

**TeleTech**  
<http://www.teletech.com>

### 24. Network Mgmt./Monitoring

**CapRock Communications**  
<http://www.caprock.com>

**Codima Technologies**  
<http://www.codimatech.com>

**Crosstec Corp.**  
<http://www.crossteccorp.com>

**Prominence Networks**  
<http://www.prominencenet.com>

**Teltronics, Inc.**  
<http://www.teltronics.com>

## 25. PBXs

**CommuniGate Systems**  
<http://www.communiagate.com>

**FacetCorp**  
<http://www.facetcorp.com>

**Nortel Networks**  
<http://www.nortelnetworks.com>

**Teltronics, Inc.**  
<http://www.teltronics.com>

**Vertical Communications**  
<http://www.vertical.com>

## 26. PC-PBX Hardware

**Ai-Logix, Inc.**  
<http://www.audiocodes.com/blades>

## 27. PC-PBX Software

**CommuniGate Systems**  
<http://www.communiagate.com>

**Interactive Intelligence Inc.**  
<http://www.iin.com>  
(See our enhanced listing in the alphabetical section.)

## COMPUTERS

### 38. Monitors/Accessories/Supplies

**FOQUEST**  
<http://www.foquest.com>

## CONFERENCES AND EXPOSITIONS

### 43. Conferences and Expositions

**Alexander Resources**  
<http://www.AlexanderResources.com>

**Technology Marketing Corp. (TMC)**  
<http://www.tmcnet.com>  
(See our enhanced listing in the alphabetical section.)

## CONFERENCING

### 44. Audio Conferencing

**Ai-Logix, Inc.**  
<http://www.audiocodes.com/blades>

**Alcatel**  
<http://www.alcatel.com/enterprise/en/solutions/collaboration/index.html>

**Ascendent Systems**  
<http://www.ascendentsystems.com>

**Forum Communications International**  
<http://www.forum-com.com>

**Teltronics, Inc.**  
<http://www.teltronics.com>

**Virtuosity**  
<http://www.virtuosity.com>

### 45. Video Conferencing

**Alcatel**  
<http://www.alcatel.com/enterprise/en/solutions/collaboration/index.html>

**OnviSource Inc**  
<http://www.onvisource.com>

## 29. Routers

**ADTRAN, Inc.**  
<http://www.adtran.com>

**Multi-Tech Systems, Inc.**  
<http://www.multitech.com>

## 30. Soft Switch

**Castel, Inc.**  
<http://www.castel.com>

**Compro Technologies Inc.**  
<http://www.comprotech.com>

**FacetCorp**  
<http://www.facetcorp.com>

**Pulse Voice Inc.**  
<http://www.pulsevoice.com>

**Smart Network Solutions**  
<http://www.smartisvoip.com>

## 31. VoIP Gateways

**Bandwidth.com**  
<http://www.bandwidth.com>

**BASiX Automation Integrators, Inc.**  
<http://www.basixai.com>

**Compro Technologies Inc.**  
<http://www.comprotech.com>

**CPDI**  
<http://www.cpd.com>

**Multi-Tech Systems, Inc.**  
<http://www.multitech.com>


**Smart Network Solutions**  
<http://www.smartisvoip.com>

**VegaStream**  
<http://www.vegastream.com>

## 32. Wireless Phone Systems

**Ascendent Systems**  
<http://www.ascendentsystems.com>

**Samsung Business Communication Systems**  
<http://www.samsung.com/bcs>



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## CONSULTING

**Adjoined Consulting**  
<http://www.adjoined.com>

**Alexander Resources**  
<http://www.AlexanderResources.com>

**Amtech Marketing, Inc.**  
<http://www.amtechmarketing.com>

**BluIntelligence**  
<http://www.bluintelligence.com>

**BrandonWayne Group, LLC**  
<http://www.callcenterworkforce.com>

**CallCenterJobs.com**  
<http://www.callcenterjobs.com>

**Castle CRM**  
<http://www.acastle.com>

**ClickFox**  
<http://www.clickfox.com>

**Customer Relationship Metrics**  
<http://www.metrics.net>

**Envision**  
<http://www.envisioninc.com>

**FOQUEST**  
<http://www.foquest.com>

**Human Technologies Global, Inc.**  
<http://www.human-technologies.com>

**IEX Corp.**  
<http://www.iex.com>  
 (See our enhanced listing in the alphabetical section.)

**Influent Inc.**  
<http://www.influentinc.com>  
 (See our enhanced listing in the alphabetical section.)

**Intelenet Global Services**  
<http://www.intelenetglobal.com>

**Kathy Sisk Enterprises**  
<http://www.kathysiskenterprises.com>

**KURANT DIRECT INC.**  
 212-866-0770

**Lauderbach Consulting Group**  
<http://www.lauderbachconsulting.com>

**Money's Worth**  
<http://www.4yourmoneysworth.com>

**Mr. Fantastic, LLC**  
<http://www.stanbillue.com>

**Outsourcing International LLC**  
<http://www.outsourcingintl.com>

**Overseas Service Solutions**  
<http://www.overseasservicesolutions.com>

**Phulcio Systems**  
<http://www.phulcio.com>

**Sennheiser Communications**  
<http://www.sennheisercommunications.com>

**Sikorski-Tuerpe & Associates**  
<http://www.laurasikorski.com>

**SOFTTEL Communications, Inc.**  
<http://www.softtel.com>

**Strategic Communication Systems**  
<http://www.strategicinc.com>  
 (See our enhanced listing in the alphabetical section.)

**The Call Center School**  
<http://www.thecallcenterschool.com>

**VoxMedia Consulting, Inc.**  
<http://www.voxmediaconsulting.com>

**zCONNEX GROUP**  
<http://www.zconnex.com>

## CONTACT MANAGEMENT SOFTWARE

**Advanced Concepts, Inc.**  
<http://www.advanced-concepts.com>

**AMCAT Software**  
<http://www.amcat.com>  
 (See our enhanced listing in the alphabetical section.)

**Autotask Corporation**  
<http://www.autotask.com>

**Avidian Technologies**  
<http://www.avidian.com>

**Castle CRM**  
<http://www.acastle.com>

**Comarch**  
<http://www.comarch.com>

**Internet Software Sciences**  
<http://www.inet-sciences.com>

**Multima Corporation**  
<http://www.netkeeper.com>

**Sage Software**  
<http://www.sagesoftware.com>

**SER Solutions, Inc.**  
<http://www.ser.com>

**Strategic Communication Systems**  
<http://www.strategicinc.com>

(See our enhanced listing in the alphabetical section.)

**TechExcel, Inc.**  
<http://www.techexcel.com>

**Tigerpaw Software**  
<http://www.tigerpawsoftware.com>

**Vertical Communications**  
<http://www.vertical.com>

## CTI

### 49. CTI Software

**Ai-Logix, Inc.**  
<http://www.audiocodes.com/blades>

**BASiX Automation Integrators, Inc.**  
<http://www.basixai.com>

**FacetCorp**  
<http://www.facetcorp.com>

**Information Access Technology**  
<http://www.iaat-cti.com>  
 (See our enhanced listing in the alphabetical section.)

**Samsung Business Communication Systems**  
<http://www.samsung.com/bcs>

**SOFTTEL Communications, Inc.**  
<http://www.softtel.com>

**Spanlink Communications**  
<http://www.spanlink.com>  
 (See our enhanced listing in the alphabetical section.)

**Stratasoft, Inc.**  
<http://www.stratasoft.com>

### 50. CTI Testing Tools

**Empirix**  
<http://www.empirix.com>

## CUSTOMER ANALYTICS SOFTWARE

**811MSi Software 2004 Inc.**  
<http://www.811msi.ca>

**Accurate Always**  
<http://www.accuratealways.com>

**BluIntelligence**  
<http://www.bluintelligence.com>

**ClickFox**  
<http://www.clickfox.com>

**etalk Corp.**  
<http://www.etalk.com>  
 (See our enhanced listing in the alphabetical section.)

**Genticity**  
<http://www.customer1.com>  
 (See our enhanced listing in the alphabetical section.)

**Infor**  
<http://www.infor.com/inforcrm>

**Informiam**  
<http://www.informiam.com>

**InMedia**  
<http://www.mobsurvey.com>

**Narragansett Technologies**  
<http://www.narragansett.ie>

**NICE Systems**  
<http://www.nice.com>

**Oncontact Software**  
<http://www.oncontact.com>

**Teleformix, LLC**  
<http://www.teleformix.com>  
 (See our enhanced listing in the alphabetical section.)

**TelStrat**  
<http://www.telstrat.com>

**Zoot Enterprises**  
<http://www.zootweb.com>





## CUSTOMER RELATIONSHIP MANAGEMENT

### 52. CRM ASP

**Adjoined Consulting**  
<http://www.adjoined.com>

**Autotask Corporation**  
<http://www.autotask.com>

**Excell Agent Services**  
<http://www.excellsvcs.com>

**Fused Solutions**  
<http://www.fusedsolutions.com>

**NetOffice Corp.**  
<http://www.netoffice.com>

**Soffront Software Inc**  
<http://www.soffront.com>

**TeleTech**  
<http://www.teletech.com>

### 53. CRM Software

**Advanced Concepts, Inc.**  
<http://www.advanced-concepts.com>

**Avidian Technologies**  
<http://www.avidian.com>

**BCE Elix**  
<http://www.bceelix.com>

**Castle CRM**  
<http://www.acastle.com>

**Comarch**  
<http://www.comarch.com>

**Contact Center Compliance**  
<http://www.dnc.com>

**Data-Tel Info Solutions**  
<http://www.datatel-info.com>

**IEX Corp.**  
<http://www.iex.com>  
 (See our enhanced listing in the alphabetical section.)

**Infor**  
<http://www.infor.com/inforcrm>

**Internet Software Sciences**  
<http://www.inet-sciences.com>

**Intervoice, Inc.**  
<http://www.intervoice.com>

**Knova Software, Inc.**  
<http://www.knova.com>

**Kubi Software**  
<http://www.kubisoftware.com>

**Mirabase**  
<http://www.mirabase.com>

**Multima Corporation**  
<http://www.netkeeper.com>

**Next IT**  
<http://www.nextit.com>

**Oncontact Software**  
<http://www.oncontact.com>

**Onyx Software**  
<http://www.onyx.com>

**Phulcio Systems**  
<http://www.phulcio.com>

**Relevant Communications Corporation**  
<http://www.relevantcommunications.com>

**Sage Software**  
<http://www.sagesoftware.com>

**SeeWhy**  
<http://www.seewhy.com>

**Soffront Software Inc**  
<http://www.soffront.com>

**Talisma Corp.**  
<http://www.talisma.com>

**TechExcel, Inc.**  
<http://www.techexcel.com>

**Teleformix, LLC**  
<http://www.teleformix.com>  
 (See our enhanced listing in the alphabetical section.)

**Texas Digital Systems, Inc.**  
<http://www.txdigital.com>

**The Active Network, Inc.**  
<http://www.activegovernments.com>

**Tigerpaw Software**  
<http://www.tigerpawsoftware.com>

**Trivium Systems Inc.**  
<http://www.triviumsys.com>

**VoiceObjects, Inc.**  
<http://www.voiceobjects.com>  
 (See our enhanced listing in the alphabetical section.)

## DATABASE MANAGEMENT

**Contact Center Compliance**  
<http://www.dnc.com>

**L&S TeleServices**  
<http://www.mostresponsive.com>

**RAMS Group**  
<http://www.rams-group.com>

**WisdomForce Technologies, Inc.**  
<http://www.wisdomforce.com>

## DATABASE MARKETING

**infoUSA**  
<http://www.license.infousa.com>

**Narragansett Technologies**  
<http://www.narragansett.ie>

**Onyx Software**  
<http://www.onyx.com>

**Relevant Communications Corporation**  
<http://www.relevantcommunications.com>

**SeeWhy**  
<http://www.seewhy.com>

## DIALING EQUIPMENT

### 56. Auto-Dialers

**Alcatel**  
<http://www.alcatel.com/enterprise/en/solutions/collaboration/index.html>

**OPC Marketing, Inc.**  
<http://www.opc-marketing.com>  
 (See our enhanced listing in the alphabetical section.)

**PDS Inc.**  
<http://www.ets-pds.com>

**Pulse Voice Inc.**  
<http://www.pulsevoice.com>

**Stratasoft, Inc.**  
<http://www.stratasoft.com>

### 57. Predictive Dialers

**AMCAT Software**  
<http://www.amcat.com>  
 (See our enhanced listing in the alphabetical section.)

**Aspect Software**  
<http://www.aspect.com>

**BCE Elix**  
<http://www.bceelix.com>

**Castel, Inc.**  
<http://www.castel.com>

**Data-Tel Info Solutions**  
<http://www.datatel-info.com>

**Information Access Technology**  
<http://www.iat-cti.com>

(See our enhanced listing in the alphabetical section.)

**NetHertz.com, Inc.**  
<http://www.nethertz.com>

**Noble Systems Corporation**  
<http://www.noblesys.com>

**OPC Marketing, Inc.**  
<http://www.opc-marketing.com>  
 (See our enhanced listing in the alphabetical section.)

**PDS Inc.**  
<http://www.ets-pds.com>

**SER Solutions, Inc.**  
<http://www.ser.com>

**Stratasoft, Inc.**  
<http://www.stratasoft.com>

**Strategic Communication Systems**  
<http://www.strategicinc.com>  
 (See our enhanced listing in the alphabetical section.)

**TouchStar Software**  
<http://www.touchstarsoftware.com>

### 58. Preview Dialers

**Information Access Technology**  
<http://www.iat-cti.com>  
 (See our enhanced listing in the alphabetical section.)

**PDS Inc.**  
<http://www.ets-pds.com>

**Stratasoft, Inc.**  
<http://www.stratasoft.com>

## DIRECT MARKETING/RESPONSE PRODUCTS/SERVICES

### 59. Ad Agency Services

**Technology Marketing Corp. (TMC)**  
<http://www.tmcnet.com>  
 (See our enhanced listing in the alphabetical section.)

**TMONE**  
<http://www.tmone.com>

### 61. Fulfillment

**AnswerNet Network**  
<http://www.answer.net>

**PBD Worldwide Fulfillment Services**  
<http://www.pbd.com>

**The Jay Group**  
<http://www.jaygroup.com>

### 62. Fulfillment Software

**Comarch**  
<http://www.comarch.com>

**Snowfly Performance Incentives**  
<http://www.snowfly.com>

### 63. Lead Tracking

**Active TeleSource, Inc.**  
<http://www.theactivegroup.biz>

**Advanced Concepts, Inc.**  
<http://www.advanced-concepts.com>

### 64. Mailing House Services

**Discount-Lists.com**  
<http://www.discount-lists.com>

**PBD Worldwide Fulfillment Services**  
<http://www.pbd.com>

## 66. Market Research Company

**Active TeleSource, Inc.**  
<http://www.theactivegroup.biz>

**Advanced Data-Comm**  
<http://www.advanced-data.com>

**Alexander Resources**  
<http://www.AlexanderResources.com>

**L&S TeleServices**  
<http://www.mostresponsive.com>

**Phone Ware Inc.**  
<http://www.phonewareinc.com>  
 (See our enhanced listing in the alphabetical section.)

**Vocal Laboratories Inc.**  
<http://www.vocalabs.com>

## 68. Real-time Marketing Software

**e-Glue**  
<http://www.e-glue.com>

**Narragansett Technologies**  
<http://www.narragansett.ie>

**Relevant Communications Corporation**  
<http://www.relevantcommunications.com>

**SeeWhy**  
<http://www.seewhy.com>

## DIRECTORY SERVICES

**Excell Agent Services**  
<http://www.excellsvcs.com>

**Nordia Inc.**  
<http://www.nordia.ca>

(See our enhanced listing in the alphabetical section.)

**SureFIND Telephone Data Products**  
<http://www.surefind.info>

## DISASTER RECOVERY

**Adjoined Consulting**  
<http://www.adjoined.com>

**ADTRAN, Inc.**  
<http://www.adtran.com>

**Ascendent Systems**  
<http://www.ascendentsystems.com>

**CapRock Communications**  
<http://www.caprock.com>

**Forum Communications International**  
<http://www.forum-com.com>

## E-MAIL

### 72. E-mail ACD

**AVTEX**  
<http://www.avtex.com>

### 73. E-mail Management Software

**Active+ Software**  
<http://www.emill.net>

**eGain Communications**  
<http://www.egain.com>

**Engate Technology Corp.**  
<http://www.engage.com>

**Infor**  
<http://www.infor.com/inforcrm>

**Kubi Software**  
<http://www.kubissoftware.com>

**Multima Corporation**  
<http://www.netkeeper.com>

**Narragansett Technologies**  
<http://www.narragansett.ie>

**Netinfinium Corp.**  
<http://www.netinfinium.com>

### 74. E-mail Management ASP

**eGain Communications**  
<http://www.egain.com>

**Netinfinium Corp.**  
<http://www.netinfinium.com>

## ENTERPRISE RESOURCE PLANNING SOFTWARE

**Sage Software**  
<http://www.sagesoftware.com>

## FAX

### 77. Fax Application Software

**Active+ Software**  
<http://www.emill.net>

### 79. Fax Broadcasting Products

**Active+ Software**  
<http://www.emill.net>

**OPC Marketing, Inc.**  
<http://www.opc-marketing.com>  
 (See our enhanced listing in the alphabetical section.)

**Relevant Communications Corporation**  
<http://www.relevantcommunications.com>

### 82. Fax Mail

**Active+ Software**  
<http://www.emill.net>

### 84. Fax On-Demand

**Active+ Software**  
<http://www.emill.net>

**Compro Technologies Inc.**  
<http://www.comprotech.com>

## FIELD SALES PRODUCTS

**Avidian Technologies**  
<http://www.avidian.com>

**Marastar Communications**  
<http://www.marastar.com>

**Oncontact Software**  
<http://www.oncontact.com>

**Onyx Software**  
<http://www.onyx.com>

## FINANCIAL SERVICES

### 87. Check And Credit Card Processing & Verification

**Givex Corporation**  
<http://www.givex.com>

**Intelenet Global Services**  
<http://www.intelenetglobal.com>

**Sage Software**  
<http://www.sagesoftware.com>

**The Active Network, Inc.**  
<http://www.activegovernments.com>

### 88. Corporate Financing

**811MSi Software 2004 Inc.**  
<http://www.811msi.ca>

### 89. Credit Card Merchant Accounts

**Givex Corporation**  
<http://www.givex.com>

**Intelenet Global Services**  
<http://www.intelenetglobal.com>

### 90. Prepaid Calling Cards

**CPDI**  
<http://www.cpdil.com>

## HANDSETS

**Plantronics**  
<http://www.plantronics.com>  
 (See our enhanced listing in the alphabetical section.)

**GN Netcom, Inc.**  
<http://www.gnnnetcom.com>

**OPC Marketing, Inc.**  
<http://www.opc-marketing.com>  
 (See our enhanced listing in the alphabetical section.)

## HEADSETS

**Plantronics**  
<http://www.plantronics.com>  
 (See our enhanced listing in the alphabetical section.)

**Sennheiser Communications**  
<http://www.sennheisercommunications.com>

### 93. Headset Repair & Accessories

**GN Netcom, Inc.**  
<http://www.gnnnetcom.com>

**Plantronics**  
<http://www.plantronics.com>  
 (See our enhanced listing in the alphabetical section.)

## HELP DESK/TECH SUPPORT

### 94. Help Desk ASP

Citrix Online  
(Citrix GoToAssist)  
<http://www.gotoassist.com>

Fused Solutions  
<http://www.fusedsolutions.com>

Soffront Software Inc  
<http://www.soffront.com>

### 95. Help Desk Software

Accurate Always  
<http://www.accuratealways.com>

Autotask Corporation  
<http://www.autotask.com>

CrossTec Corp.  
<http://www.crossteccorp.com>

InStranet, Inc.  
<http://www.instranet.com>

Internet Software Sciences  
<http://www.inet-sciences.com>

Kinetic Data  
<http://www.kineticdata.com>

Knova Software, Inc.  
<http://www.knova.com>

Multima Corporation  
<http://www.netkeeper.com>

Oncontact Software  
<http://www.oncontact.com>

Phulcio Systems  
<http://www.phulcio.com>

Soffront Software Inc  
<http://www.soffront.com>

TechExcel, Inc.  
<http://www.techexcel.com>

TelStrat  
<http://www.telstrat.com>

Texas Digital Systems, Inc.  
<http://www.txdigital.com>

## HUMAN RESOURCES

### 96. Employment Testing

BrandonWayne Group, LLC  
<http://www.callcenterworkforce.com>

CallCenterJobs.com  
<http://www.callcenterjobs.com>

Human Resource Management Center  
<http://www.hrmc.com>

### 97. Motivation Products & Services

Human Technologies Global, Inc.  
<http://www.human-technologies.com>

InMedia  
<http://www.mobsurvey.com>

Kontakto  
<http://www.kontaktos.net>

Marastar Communications  
<http://www.marastar.com>

Money's Worth  
<http://www.4yourmoneyworth.com>

Mr. Fantastic, LLC  
<http://www.stanbillue.com>

Snowfly Performance Incentives  
<http://www.snowfly.com>

### 98. Recruiting

Amtech Marketing, Inc.  
<http://www.amtechmarketing.com>

BrandonWayne Group, LLC  
<http://www.callcenterworkforce.com>

CallCenterJobs.com  
<http://www.callcenterjobs.com>

Human Resource Management Center  
<http://www.hrmc.com>

Kathy Sisk Enterprises  
<http://www.kathysiskenterprises.com>

Kontakto  
<http://www.kontaktos.net>

Lauderbach Consulting Group  
<http://www.lauderbachconsulting.com>

Money's Worth  
<http://www.4yourmoneyworth.com>

PeopleScout  
<http://www.peoplescout.com>

Staff Management  
<http://www.staffmanagement.com>

Yakima County Development Association  
<http://www.ycda.com>

### 99. Temporary Help

Associated Call Centers  
<http://www.inboundacc.com>

BrandonWayne Group, LLC  
<http://www.callcenterworkforce.com>

CallCenterJobs.com  
<http://www.callcenterjobs.com>

PeopleScout  
<http://www.peoplescout.com>

Staff Management  
<http://www.staffmanagement.com>

## INTERNET PRODUCTS & SERVICES

### 101. Instant Messaging

CommuniGate Systems  
<http://www.communiGate.com>

Symon Communications, Inc.  
<http://www.symon.com>  
(See our enhanced listing in the alphabetical section.)

Texas Digital Systems, Inc.  
<http://www.txdigital.com>

### 102. Internet & <http://www.Marketing Svcs.>

Mirabase  
<http://www.mirabase.com>

The Active Network, Inc.  
<http://www.activegovernments.com>

### 103. Internet Service Provider

Bandwidth.com  
<http://www.bandwidth.com>

### 104. Internet Telephony Products/Svcs.

BandTel for Flawless VoIP  
<http://www.bandtel.com>

Bandwidth.com  
<http://www.bandwidth.com>

CommuniGate Systems  
<http://www.communiGate.com>

Forum Communications International  
<http://www.forum-com.com>

GN Netcom, Inc.  
<http://www.gnnnetcom.com>

Multi-Tech Systems, Inc.  
<http://www.multitech.com>

Prominence Networks  
<http://www.prominencenet.com>

Smart Network Solutions  
<http://www.smartisvoip.com>

Virtuosity  
<http://www.virtuosity.com>

VoiceGenie Technologies  
<http://www.voicegenie.com>

### 105. Portals/Search Engines

411XML  
<http://www.411xml.com>

InStranet, Inc.  
<http://www.instranet.com>

### 106. Text Chat Software

Citrix Online (Citrix GoToAssist)  
<http://www.gotoassist.com>

Talisma Corp.  
<http://www.talisma.com>

### 107. Web Call Center Software

AVTEX  
<http://www.avtex.com>

CosmoCom  
<http://www.cosmocom.com>  
(See our enhanced listing in the alphabetical section.)

Genticity  
<http://www.customer1.com>  
(See our enhanced listing in the alphabetical section.)

InMedia  
<http://www.mobsurvey.com>

Internet Software Sciences  
<http://www.inet-sciences.com>

Jacada  
<http://www.jacada.com>

Knova Software, Inc.  
<http://www.knova.com>

Next IT  
<http://www.nextit.com>

Noble Systems Corporation  
<http://www.noblesys.com>

Strategic Communication Systems  
<http://www.strategicinc.com>  
(See our enhanced listing in the alphabetical section.)

Talisma Corp.  
<http://www.talisma.com>

Telecorp Products, Inc.  
<http://www.telecorpproducts.com>

Witness Systems  
<http://www.witness.com>  
(See our enhanced listing in the alphabetical section.)

### 109. Web Collaboration/Shared Browsing

Citrix Online (Citrix GoToAssist)  
<http://www.gotoassist.com>

eGain Communications  
<http://www.egain.com>

Forum Communications International  
<http://www.forum-com.com>

Teltronics, Inc.  
<http://www.teltronics.com>

### 110. Web Design/Hosting

InMedia  
<http://www.mobsurvey.com>

Netinfinium Corp.  
<http://www.netinfinium.com>

PBD Worldwide Fulfillment Services  
<http://www.pbd.com>

The Jay Group  
<http://www.jaygroup.com>

### 111. Web Self-Service Solutions

eGain Communications  
<http://www.egain.com>

Fused Solutions  
<http://www.fusedsolutions.com>

Genticity  
<http://www.customer1.com>  
(See our enhanced listing in the alphabetical section.)

Human Resource Management Center  
<http://www.hrmc.com>

IEX Corp.  
<http://www.iex.com>  
(See our enhanced listing in the alphabetical section.)



**Interactive Intelligence Inc.**  
<http://www.inin.com>  
 (See our enhanced listing in the alphabetical section.)

**Internet Software Sciences**  
<http://www.inet-sciences.com>

**Jacada**  
<http://www.jacada.com>

**Knova Software, Inc.**  
<http://www.knova.com>

**Multima Corporation**  
<http://www.netkeeper.com>

**Netinfinium Corp.**  
<http://www.netinfinium.com>

**Next IT**  
<http://www.nextit.com>

**Talisma Corp.**  
<http://www.talisma.com>

## INTERPRETER SERVICES

**Teleperformance-Mexico**  
<http://www.teleperformanceinter.com>

**TeleTech**  
<http://www.teletech.com>

**Castel, Inc.**  
<http://www.castel.com>

**Multi-Tech Systems, Inc.**  
<http://www.multitech.com>

## KNOWLEDGE MANAGEMENT SOFTWARE

**811MSi Software 2004 Inc.**  
<http://www.811msi.ca>

**e-Glue**  
<http://www.e-glue.com>

**eGain Communications**  
<http://www.egain.com>

**etalk Corp.**  
<http://www.etalk.com>  
 (See our enhanced listing in the alphabetical section.)

**Informiam**  
<http://www.informiam.com>

**InStranet, Inc.**  
<http://www.instranet.com>

**Knova Software, Inc.**  
<http://www.knova.com>

**Kubi Software**  
<http://www.kubisoftware.com>

**Spanlink Communications**  
<http://www.spanlink.com>  
 (See our enhanced listing in the alphabetical section.)

**The Active Network, Inc.**  
<http://www.activegovernments.com>

## LAN-BASED TELEPHONY

**BandTel for Flawless VoIP**  
<http://www.bandtel.com>

**Dirigosoft Corporation**  
<http://www.dirigosoft.com>  
 (See our enhanced listing in the alphabetical section.)

**FacetCorp**  
<http://www.facetcorp.com>

**Multi-Tech Systems, Inc.**  
<http://www.multitech.com>

## LEAST-COST ROUTING SYSTEMS

**BandTel for Flawless VoIP**  
<http://www.bandtel.com>

**Comarch**  
<http://www.comarch.com>

**Compro Technologies Inc.**  
<http://www.comprotech.com>

**Pulse Voice Inc.**  
<http://www.pulsevoice.com>

## LIST PRODUCTS/SERVICES

### 117. Database Marketing/Services

**Discount-Lists.com**  
<http://www.discount-lists.com>

**PBD Worldwide Fulfillment Services**  
<http://www.pbd.com>

**SureFIND Telephone Data Products**  
<http://www.surefind.info>

**TeleCall S.A.C.**  
 +51 1 4443040 x213

### 118. Direct Mail Lists

**411XML**  
<http://www.411xml.com>

**Call Center Consultants**  
 781-740-2772

**Discount-Lists.com**  
<http://www.discount-lists.com>

**L&S TeleServices**  
<http://www.mostresponsive.com>

**Technology Marketing Corp. (TMC)**  
<http://www.tmcnet.com>  
 (See our enhanced listing in the alphabetical section.)

### 119. List Management Software

**Call Center Consultants**  
 781-740-2772

**Codima Technologies**  
<http://www.codimatech.com>

**Contact Center Compliance**  
<http://www.dnc.com>

**Mirabase**  
<http://www.mirabase.com>

**Narragansett Technologies**  
<http://www.narragansett.ie>

### 120. Online Databases

**411XML**  
<http://www.411xml.com>

**The Active Network, Inc.**  
<http://www.activegovernments.com>

### 121. Telemarketing Calling Lists

**411XML**  
<http://www.411xml.com>

**Call Center Consultants**  
 781-740-2772

**Discount-Lists.com**  
<http://www.discount-lists.com>

**SureFIND Telephone Data Products**  
<http://www.surefind.info>

**TeleCall S.A.C.**  
 +51 1 4443040 x213

**TMONE**  
<http://www.tmone.com>

### 122. Telephone Number Look-Up Services

**411XML**  
<http://www.411xml.com>

**SureFIND Telephone Data Products**  
<http://www.surefind.info>

**TARGUSinfo**  
<http://www.targusinfo.com>

## LOGGING & MONITORING

**Accurate Always**  
<http://www.accuratealways.com>

**Ai-Logix, Inc.**  
<http://www.audiocodes.com/blades>

**BCE Elix**  
<http://www.bceelix.com>

**Data-Tel Info Solutions**  
<http://www.datatel-info.com>

**Empirix**  
<http://www.empirix.com>

**Envision**  
<http://www.envisioninc.com>

**etalk Corp.**  
<http://www.etalk.com>  
 (See our enhanced listing in the alphabetical section.)

**HigherGround Inc.**  
<http://www.highergroundinc.com>

**NICE Systems**  
<http://www.nice.com>

**OnviSource Inc**  
<http://www.onvisource.com>

**TelStrat**  
<http://www.telstrat.com>

**Verint Systems**  
<http://www.verint.com>  
 (See our enhanced listing in the alphabetical section.)

**VLR Communications**  
<http://www.vlrcommunications.com>

**VoiceLog**  
<http://www.voicelog.com>

**VoiceStamps.com**  
<http://www.voicestamps.com>

**Witness Systems**  
<http://www.witness.com>  
 (See our enhanced listing in the alphabetical section.)

SEE THE  
**I·N·D·E·X**  
 Located On  
 Pages 36 & 37

## LONG-DISTANCE

### 124. Common Carrier

Genesis Telemanagement, Inc.  
<http://www.gen-tm.com>

NetHertz.com, Inc.  
<http://www.nethertz.com>

### 125. Directory Assistance

Genesis Telemanagement, Inc.  
<http://www.gen-tm.com>

### 126. Long-Distance Reseller

Genesis Telemanagement, Inc.  
<http://www.gen-tm.com>

NetHertz.com, Inc.  
<http://www.nethertz.com>

### 127. Toll-Free (800/888)

Genesis Telemanagement, Inc.  
<http://www.gen-tm.com>

NetOffice Corp.  
<http://www.netoffice.com>

## OFFICE ERGONOMICS/FURNITURE

Interior Concepts  
<http://www.interiorconcepts.com>

Sikorski-Tuerpe & Associates  
<http://www.laurasikorski.com>

## OUTSOURCING/TELESERVICES AGENCIES

### 130. Inbound Teleservices

Active TeleSource, Inc.  
<http://www.theactivegroup.biz>

Advanced Data-Comm  
<http://www.advanced-data.com>

AnswerNet Network  
<http://www.answer.net>

Associated Call Centers  
<http://www.inboundacc.com>

BrandonWayne Group, LLC  
<http://www.callcenterworkforce.com>

Callzilla, LLC  
<http://www.callzilla.net>

Catalog Retail Marketing Int'l, Inc. (CRMI)  
<http://www.crmi.cc>

Connection, The  
<http://www.the-connection.com>

Excell Agent Services  
<http://www.excellsvcs.com>

Fused Solutions  
<http://www.fusedsolutions.com>

GC Services  
<http://www.gcserv.com>

Global Telesourcing, LLC  
<http://www.globaltelesourcing.com>

ICT Group, Inc.  
<http://www.ictgroup.com>

Influent Inc.  
<http://www.influentinc.com>  
(See our enhanced listing in the alphabetical section.)

InfoCision Management Corp.  
<http://www.infocision.com>  
(See our enhanced listing in the alphabetical section.)

Intelenet Global Services  
<http://www.intelenetglobal.com>

Invest In Guatemala  
<http://www.investinguatemala.org>  
(See our enhanced listing in the alphabetical section.)

L&S TeleServices  
<http://www.mostresponsive.com>

NomKa Call Centers  
<http://www.nomka.com>

Nordia Inc.  
<http://www.nordia.ca>  
(See our enhanced listing in the alphabetical section.)

Outsourcing International LLC  
<http://www.outsourcingintl.com>

Overseas Service Solutions  
<http://www.overseasservicesolutions.com>

PBD Worldwide Fulfillment Services  
<http://www.pbd.com>

Phone Ware Inc.  
<http://www.phonewareinc.com>  
(See our enhanced listing in the alphabetical section.)

Synergy Solutions, Inc.  
<http://www.synergysolutionsinc.com>

Tel-Assist  
<http://www.telassist.com>

Telacquire Marketing Group Inc.  
<http://www.telacquire.com>

TeleCall S.A.C.  
+51 1 4443040 x213

Teleperformance-Mexico  
<http://www.teleperformanceinter.com>

Telespectrum FX  
<http://www.trgcustomersolutions.com>

The Jay Group  
<http://www.jaygroup.com>

TMONE  
<http://www.tmone.com>

TRG Customer Solutions  
<http://www.trgcustomersolutions.com>

VXI  
<http://www.vxiusa.com>

West Corp.  
<http://www.west.com>  
(See our enhanced listing in the alphabetical section.)

Working Solutions  
<http://www.workingsol.com>

zCONNEX GROUP  
<http://www.zconnex.com>

### 131. Interactive 800/900 Service

Associated Call Centers  
<http://www.inboundacc.com>

Callzilla, LLC  
<http://www.callzilla.net>

InfoCision Management Corp.  
<http://www.infocision.com>  
(See our enhanced listing in the alphabetical section.)

Intelemedia Communications, Inc.  
<http://www.intelemedia.com>

NomKa Call Centers  
<http://www.nomka.com>

Telacquire Marketing Group Inc.  
<http://www.telacquire.com>

Telespectrum FX  
<http://www.trgcustomersolutions.com>

TRG Customer Solutions  
<http://www.trgcustomersolutions.com>

West Corp.  
<http://www.west.com>  
(See our enhanced listing in the alphabetical section.)

Working Solutions  
<http://www.workingsol.com>

zCONNEX GROUP  
<http://www.zconnex.com>

### 132. Multilingual Teleservices

AnswerNet Network  
<http://www.answer.net>

Callzilla, LLC  
<http://www.callzilla.net>

Connection, The  
<http://www.the-connection.com>

Excell Agent Services  
<http://www.excellsvcs.com>

GC Services  
<http://www.gcserv.com>

Global Telesourcing, LLC  
<http://www.globaltelesourcing.com>

ICT Group, Inc.  
<http://www.ictgroup.com>

Influent Inc.  
<http://www.influentinc.com>  
(See our enhanced listing in the alphabetical section.)

InfoCision Management Corp.  
<http://www.infocision.com>  
(See our enhanced listing in the alphabetical section.)

Invest In Guatemala  
<http://www.investinguatemala.org>  
(See our enhanced listing in the alphabetical section.)

NomKa Call Centers  
<http://www.nomka.com>

Nordia Inc.  
<http://www.nordia.ca>  
(See our enhanced listing in the alphabetical section.)

Phone Ware Inc.  
<http://www.phonewareinc.com>

(See our enhanced listing in the alphabetical section.)

Synergy Solutions, Inc.  
<http://www.synergysolutionsinc.com>

Telacquire Marketing Group Inc.  
<http://www.telacquire.com>

TeleCall S.A.C.  
+51 1 4443040 x213

Teleperformance-Mexico  
<http://www.teleperformanceinter.com>

Telespectrum FX  
<http://www.trgcustomersolutions.com>

VXI  
<http://www.vxiusa.com>

### 133. Outbound Teleservices

Active TeleSource, Inc.  
<http://www.theactivegroup.biz>

Advanced Data-Comm  
<http://www.advanced-data.com>

AnswerNet Network  
<http://www.answer.net>

Callzilla, LLC  
<http://www.callzilla.net>

Catalog Retail Marketing Int'l, Inc. (CRMI)  
<http://www.crmi.cc>

Connection, The  
<http://www.the-connection.com>

GC Services  
<http://www.gcserv.com>

Global Telesourcing, LLC  
<http://www.globaltelesourcing.com>

ICT Group, Inc.  
<http://www.ictgroup.com>

Influent Inc.  
<http://www.influentinc.com>  
(See our enhanced listing in the alphabetical section.)

InfoCision Management Corp.  
<http://www.infocision.com>  
(See our enhanced listing in the alphabetical section.)

Invest In Guatemala  
<http://www.investinguatemala.org>  
(See our enhanced listing in the alphabetical section.)

Kathy Sisk Enterprises  
<http://www.kathysiskenterprises.com>

L&S TeleServices  
<http://www.mostresponsive.com>

**NetHertz.com, Inc.**  
<http://www.nethertz.com>

**Nordia Inc.**  
<http://www.nordia.ca>  
 (See our enhanced listing in the alphabetical section.)

**Outsourcing International LLC**  
<http://www.outsourcingintl.com>

**Overseas Service Solutions**  
<http://www.overseasservicesolutions.com>

**Phone Ware Inc.**  
<http://www.phonewareinc.com>  
 (See our enhanced listing in the alphabetical section.)

**Synergy Solutions, Inc.**  
<http://www.synergysolutionsinc.com>

**Telacquire Marketing Group Inc.**  
<http://www.telacquire.com>

**TeleCall S.A.C.**  
 +51 1 4443040 x213

**Teleperformance-Mexico**  
<http://www.teleperformancecenter.com>

**Telespectrum FX**  
<http://www.trgcustomersolutions.com>

**TMONE**  
<http://www.tmone.com>

**TRG Customer Solutions**  
<http://www.trgcustomersolutions.com>

**VoiceStamps.com**  
<http://www.voicestamps.com>

**VXI**  
<http://www.vxiusa.com>

**West Corp.**  
<http://www.west.com>  
 (See our enhanced listing in the alphabetical section.)

**Working Solutions**  
<http://www.workingsol.com>

**zCONNEX GROUP**  
<http://www.zconnex.com>

**134. Third-Party Verification Services**

**Active TeleSource, Inc.**  
<http://www.theactivegroup.biz>

**Advanced Data-Comm**  
<http://www.advanced-data.com>

**AnswerNet Network**  
<http://www.answer.net>

**Associated Call Centers**  
<http://www.inboundacc.com>

**Connection, The**  
<http://www.the-connection.com>

**Excell Agent Services**  
<http://www.excellsvcs.com>

**GC Services**  
<http://www.gcserv.com>

**InfoCision Management Corp.**  
<http://www.infocision.com>  
 (See our enhanced listing in the alphabetical section.)

**Intelemedia Communications, Inc.**  
<http://www.intelemedia.com>

**Intelenet Global Services**  
<http://www.intelenetglobal.com>

**NomKa Call Centers**  
<http://www.nomka.com>

**Outsourcing International LLC**  
<http://www.outsourcingintl.com>

**Synergy Solutions, Inc.**  
<http://www.synergysolutionsinc.com>

**Telacquire Marketing Group Inc.**  
<http://www.telacquire.com>

**VoiceLog**  
<http://www.voicelog.com>

**VoiceStamps.com**  
<http://www.voicestamps.com>

**135. Web-based Outsourcing Services**

**Associated Call Centers**  
<http://www.inboundacc.com>

**Catalog Retail Marketing Int'l, Inc. (CRMI)**  
<http://www.crmi.cc>

**Connection, The**  
<http://www.the-connection.com>

**ICT Group, Inc.**  
<http://www.ictgroup.com>

**Influent Inc.**  
<http://www.influentinc.com>  
 (See our enhanced listing in the alphabetical section.)

**Invest In Guatemala**  
<http://www.investinguatemala.org>  
 (See our enhanced listing in the alphabetical section.)

**NomKa Call Centers**  
<http://www.nomka.com>

**Nordia Inc.**  
<http://www.nordia.ca>  
 (See our enhanced listing in the alphabetical section.)

**Outsourcing International LLC**  
<http://www.outsourcingintl.com>

**Overseas Service Solutions**  
<http://www.overseasservicesolutions.com>

**Tel-Assist**  
<http://www.telassist.com>

**VXI**  
<http://www.vxiusa.com>

**West Corp.**  
<http://www.west.com>  
 (See our enhanced listing in the alphabetical section.)

## PERFORMANCE ANALYTICS

**811MSi Software 2004 Inc.**  
<http://www.811msi.ca>

**Aspect Software**  
<http://www.aspect.com>

**BluiIntelligence**  
<http://www.bluiintelligence.com>

**Centergistic Solutions**  
<http://www.centergistic.com>

**Cerebit**  
<http://www.cerebit.com>

**Codima Technologies**  
<http://www.codimatech.com>

**e-Glue**  
<http://www.e-glue.com>

**Empirix**  
<http://www.empirix.com>

**etalk Corp.**  
<http://www.etalk.com>  
 (See our enhanced listing in the alphabetical section.)

**HigherGround Inc.**  
<http://www.highergroundinc.com>

**IEX Corp.**  
<http://www.iex.com>  
 (See our enhanced listing in the alphabetical section.)

**Informiam**  
<http://www.informiam.com>

**NICE Systems**  
<http://www.nice.com>

**Prominence Networks**  
<http://www.prominencenet.com>

**SeeWhy**  
<http://www.seewhy.com>

**Snowfly Performance Incentives**  
<http://www.snowfly.com>

**Spanlink Communications**  
<http://www.spanlink.com>  
 (See our enhanced listing in the alphabetical section.)

**Symon Communications, Inc.**  
<http://www.symon.com>  
 (See our enhanced listing in the alphabetical section.)

**Telecorp Products, Inc.**  
<http://www.telecorpproducts.com>

**Teleformix, LLC**  
<http://www.teleformix.com>  
 (See our enhanced listing in the alphabetical section.)

**TeleTech**  
<http://www.teletech.com>

**Verint Systems**  
<http://www.verint.com>  
 (See our enhanced listing in the alphabetical section.)

**Vocal Laboratories Inc.**  
<http://www.vocalabs.com>

**WisdomForce Technologies, Inc.**  
<http://www.wisdomforce.com>

## POWER PROTECTION

**138. UPS (Unint. Power Supply)**

**Cummins Power Generation**  
<http://www.cumminspower.com>



## PREMIUMS/INCENTIVES

**Snowfly Performance Incentives**  
<http://www.snowfly.com>

**The Jay Group**  
<http://www.jaygroup.com>

## REMOTE ACCESS/CAPABILITIES

**Citrix Online (Citrix GoToAssist)**  
<http://www.gotoassist.com>

**CrossTec Corp.**  
<http://www.crossteccorp.com>

**Spectrum Corp.**  
<http://www.specorp.com>

**VXI**  
<http://www.vxiusa.com>

**Ingate Systems**  
<http://www.ingate.com>

**TelStrat**  
<http://www.telstrat.com>



## SALES FORCE AUTOMATION

**Advanced Concepts, Inc.**  
<http://www.advanced-concepts.com>

**Autotask Corporation**  
<http://www.autotask.com>

**Avidian Technologies**  
<http://www.avidian.com>

**BluIntelligence**  
<http://www.bluintelligence.com>

**Castle CRM**  
<http://www.acastle.com>

**Infor**  
<http://www.infor.com/inforcrm>

**Jacada**  
<http://www.jacada.com>

**Kubi Software**  
<http://www.kubisoftware.com>

**Mirabase**  
<http://www.mirabase.com>

**Oncontact Software**  
<http://www.oncontact.com>

**Onyx Software**  
<http://www.onyx.com>

**Relevant Communications Corporation**  
<http://www.relevantcommunications.com>

**Sage Software**  
<http://www.sagesoftware.com>

**Soffront Software Inc**  
<http://www.soffront.com>

**TechExcel, Inc.**  
<http://www.techexcel.com>

**Tigerpaw Software**  
<http://www.tigerpawsoftware.com>

## SCRIPTING SERVICES/SOFTWARE

**CrossTec Corp.**  
<http://www.crossteccorp.com>

**Kathy Sisk Enterprises**  
<http://www.kathysiskenterprises.com>

**KURANT DIRECT INC.**  
 212-866-0770

**OPC Marketing, Inc.**  
<http://www.opc-marketing.com>  
 (See our enhanced listing in the alphabetical section.)

**Phulcio Systems**  
<http://www.phulcio.com>

**TouchStar Software**  
<http://www.touchstarsoftware.com>

## SECURITY

**ADTRAN, Inc.**  
<http://www.adtran.com>

**Cerebit**  
<http://www.cerebit.com>

**Engate Technology Corp.**  
<http://www.engate.com>

**FOQUEST**  
<http://www.foquest.com>

**Ingate Systems**  
<http://www.ingate.com>

**WisdomForce Technologies, Inc.**  
<http://www.wisdomforce.com>

## SITE SELECTION/ECONOMIC DEVELOPMENT

**CallCenterJobs.com**  
<http://www.callcenterjobs.com>

**Overseas Service Solutions**  
<http://www.overseasservicesolutions.com>

**Szatan and Assoc.**  
<http://www.szatanassociates.com>

**Yakima County Development Association**  
<http://www.ycda.com>

## SIMULTANEOUS VOICE/DATA

**Castel, Inc.**  
<http://www.castel.com>

**Prominence Networks**  
<http://www.prominencenet.com>

## SPEECH- & VOICE-TO-TEXT RECOGNITION

**ICT Group, Inc.**  
<http://www.ictgroup.com>

**Intervoice, Inc.**  
<http://www.intervoice.com>

**LumenVox LLC**  
<http://www.lumenvox.com>

**NICE Systems**  
<http://www.nice.com>

**TARGUSinfo**  
<http://www.targusinfo.com>

**Verint Systems**  
<http://www.verint.com>

(See our enhanced listing in the alphabetical section.)

**VoiceObjects, Inc.**  
<http://www.voiceobjects.com>  
 (See our enhanced listing in the alphabetical section.)

**VoxMedia Consulting, Inc.**  
<http://www.voxmediaconsulting.com>

**West Corp.**  
<http://www.west.com>  
 (See our enhanced listing in the alphabetical section.)

**Working Solutions**  
<http://www.workingsol.com>

## STANDARDS ORGANIZATIONS

**Amtech Marketing, Inc.**  
<http://www.amtechmarketing.com>

**National Quality Assurance, USA**  
<http://www.nqa-usa.com>

## SYSTEMS INTEGRATION

**Adjoined Consulting**  
<http://www.adjoined.com>

**CapRock Communications**  
<http://www.caprock.com>

**Castle CRM**  
<http://www.acastle.com>

**Centergistic Solutions**  
<http://www.centergistic.com>

**FOQUEST**  
<http://www.foquest.com>

**Givex Corporation**  
<http://www.givex.com>

**Jacada**  
<http://www.jacada.com>

**PDS Inc.**  
<http://www.ets-pds.com>

**SOFTel Communications, Inc.**  
<http://www.softel.com>

**Symon Communications, Inc.**  
<http://www.symon.com>  
 (See our enhanced listing in the alphabetical section.)

**WisdomForce Technologies, Inc.**  
<http://www.wisdomforce.com>

## TELEMARKETING SOFTWARE

**Advanced Concepts, Inc.**  
<http://www.advanced-concepts.com>

**AMCAT Software**  
<http://www.amcat.com>  
 (See our enhanced listing in the alphabetical section.)

**Contact Center Compliance**  
<http://www.dnc.com>

**Data-Tel Info Solutions**  
<http://www.datatel-info.com>

**e-Glue**  
<http://www.e-glue.com>

**PDS Inc.**  
<http://www.ets-pds.com>

**SER Solutions, Inc.**  
<http://www.ser.com>

**TouchStar Software**  
<http://www.touchstarsoftware.com>

## TELEPHONE MONITORING SERVICES

**811MSi Software 2004 Inc.**  
<http://www.811msi.ca>

**Codima Technologies**  
<http://www.codimatech.com>

**SeeWhy**  
<http://www.seewhy.com>

**VoiceLog**  
<http://www.voicelog.com>

**HigherGround Inc.**  
<http://www.highergroundinc.com>

**TouchStar Software**  
<http://www.touchstarsoftware.com>

## TESTING PRODUCTS/SERVICES

**Empirix**  
<http://www.empirix.com>

**PacketStorm Communications**  
<http://www.packetstorm.com>

**TechExcel, Inc.**  
<http://www.techexcel.com>

**Vocal Laboratories Inc.**  
<http://www.vocalabs.com>

**National Technical Systems**  
<http://www.ntsncorp.com>

## TOLL-FRAUD DETECTION

**CPDI**  
<http://www.cpdic.com>

**TARGUSinfo**  
<http://www.targusinfo.com>

**Trivium Systems Inc.**  
<http://www.triviumsys.com>

## TRAINING

### 154. Audio Cassettes

**12 Step Productions**  
<http://www.kathysiskenterprises.com>

**Mr. Fantastic, LLC**  
<http://www.stanbillue.com>

**Technology Marketing Corp. (TMC)**  
<http://www.tmcnet.com>  
 (See our enhanced listing in the alphabetical section.)

### 155. Books/Workbooks

**12 Step Productions**  
<http://www.kathysiskenterprises.com>

**Human Technologies Global, Inc.**  
<http://www.human-technologies.com>

**Lauderbach Consulting Group**  
<http://www.lauderbachconsulting.com>

**Technology Marketing Corp. (TMC)**  
<http://www.tmcnet.com>  
 (See our enhanced listing in the alphabetical section.)

**The Call Center School**  
<http://www.thecallcenterschool.com>

### 156. Interactive/Computer Training

**12 Step Productions**  
<http://www.kathysiskenterprises.com>

**Alexander Resources**  
<http://www.AlexanderResources.com>

**Amtech Marketing, Inc.**  
<http://www.amtechmarketing.com>

**Interactive Distribution Co.**  
<http://www.interactive.com>

**Envision**  
<http://www.envisioninc.com>

**Human Technologies Global, Inc.**  
<http://www.human-technologies.com>  
**InStranet, Inc.**

<http://www.instranet.com>

**Marastar Communications**  
<http://www.marastar.com>

**The Call Center School**  
<http://www.thecallcenterschool.com>

### 157. TSR/Management Training Svcs.

**12 Step Productions**  
<http://www.kathysiskenterprises.com>

**Amtech Marketing, Inc.**  
<http://www.amtechmarketing.com>

**Human Technologies Global, Inc.**  
<http://www.human-technologies.com>

**Kathy Sisk Enterprises**  
<http://www.kathysiskenterprises.com>

**KURANT DIRECT INC.**  
 212-866-0770

**Lauderbach Consulting Group**  
<http://www.lauderbachconsulting.com>

**Marastar Communications**  
<http://www.marastar.com>

**Money's Worth**  
<http://www.4yourmoneysworth.com>

**Mr. Fantastic, LLC**  
<http://www.stanbillue.com>

**Teleformix, LLC**  
<http://www.teleformix.com>  
 (See our enhanced listing in the alphabetical section.)

**The Call Center School**  
<http://www.thecallcenterschool.com>

### 158. Video Training

**12 Step Productions**  
<http://www.kathysiskenterprises.com>

**Mr. Fantastic, LLC**  
<http://www.stanbillue.com>

## UNIFIED MESSAGING

**Active Voice, LLC**  
<http://www.activevoice.com>

**Alcatel**  
<http://www.alcatel.com/enterprise/en/solutions/collaboration/index.html>

**Ascendent Systems**  
<http://www.ascendentsystems.com>

**AVTEX**  
<http://www.avtex.com>

**Netinfinium Corp.**  
<http://www.netinfinium.com>

**NetOffice Corp.**  
<http://www.netoffice.com>

**OnviSource Inc**  
<http://www.onvisource.com>

**Vertical Communications**  
<http://www.vertical.com>

**Virtuosity**  
<http://www.virtuosity.com>



## VOICE MESSAGING PRODUCTS

### 160. Integrated Voice Messaging

**Active Voice, LLC**  
<http://www.activevoice.com>

**CPDI**  
<http://www.cpd.com>

**Intervoice, Inc.**  
<http://www.intervoice.com>

**OnviSource Inc**  
<http://www.onvisource.com>

**Samsung Business Communication Systems**  
<http://www.samsung.com/bcs>

**VoiceObjects, Inc.**  
<http://www.voiceobjects.com>

(See our enhanced listing in the alphabetical section.)

**zCONNEX GROUP**  
<http://www.zconnex.com>

### 161. Voice Mail

**Active Voice, LLC**  
<http://www.activevoice.com>

**Toshiba America Information Systems, Telecom Systems Division**  
<http://www.telecom.toshiba.com>  
 (See our enhanced listing in the alphabetical section.)

## VOICE PRODUCTS

### 163. Voice Application Software

**Active Voice, LLC**  
<http://www.activevoice.com>

**CPDI**  
<http://www.cpd.com>

**LumenVox LLC**  
<http://www.lumenvox.com>

**Teleformix, LLC**  
<http://www.teleformix.com>  
 (See our enhanced listing in the alphabetical section.)

**VoiceGenie Technologies**  
<http://www.voicegenie.com>

**VoiceObjects, Inc.**  
<http://www.voiceobjects.com>  
 (See our enhanced listing in the alphabetical section.)

### 165. Voice Hardware

**Ai-Logix, Inc.**  
<http://www.audiocodes.com/blades>

### 166. IVR Products

**Aspect Software**  
<http://www.aspect.com>

**BASiX Automation Integrators, Inc.**  
<http://www.basixai.com>

**BCE Elix**  
<http://www.bceelix.com>

**CosmoCom**  
<http://www.cosmocom.com>  
 (See our enhanced listing in the alphabetical section.)

**Data-Tel Info Solutions**  
<http://www.datatel-info.com>

**Human Resource Management Center**  
<http://www.hrmc.com>

**Information Access Technology**  
<http://www.iat-cti.com>  
 (See our enhanced listing in the alphabetical section.)

**Intelemedia Communications, Inc.**  
<http://www.intelemedia.com>

**Interactive Intelligence Inc.**  
<http://www.inin.com>  
 (See our enhanced listing in the alphabetical section.)

**Intervoice, Inc.**  
<http://www.intervoice.com>

**Noble Systems Corporation**  
<http://www.noblesys.com>

**Nortel Networks**  
<http://www.nortelnetworks.com>

**Pulse Voice Inc.**  
<http://www.pulsevoice.com>

**SOFTTEL Communications, Inc.**  
<http://www.softel.com>

**TARGUSinfo**  
<http://www.targusinfo.com>

**Vertical Communications**  
<http://www.vertical.com>

**VoiceGenie Technologies**  
<http://www.voicegenie.com>

**VoiceLog**  
<http://www.voicelog.com>

**VoiceObjects, Inc.**  
<http://www.voiceobjects.com>  
 (See our enhanced listing in the alphabetical section.)

**VoxMedia Consulting, Inc.**  
<http://www.voxmediaconsulting.com>

### 167. Text-to-Speech Conversion

**Active Voice, LLC**  
<http://www.activevoice.com>

**BASiX Automation Integrators, Inc.**  
<http://www.basixai.com>

**VoxMedia Consulting, Inc.**  
<http://www.voxmediaconsulting.com>

### 168. Voice Tool Kits

**LumenVox LLC**  
<http://www.lumenvox.com>

**VoiceGenie Technologies**  
<http://www.voicegenie.com>

### 170. Voice Recognition

**Intervoice, Inc.**  
<http://www.intervoice.com>

**LumenVox LLC**  
<http://www.lumenvox.com>

**Nortel Networks**  
<http://www.nortelnetworks.com>

**SER Solutions, Inc.**  
<http://www.ser.com>

**SOFTTEL Communications, Inc.**  
<http://www.softel.com>

**VoiceGenie Technologies**  
<http://www.voicegenie.com>

**VoxMedia Consulting, Inc.**  
<http://www.voxmediaconsulting.com>

## WORKFORCE MANAGEMENT SOFTWARE

**Aspect Software**  
<http://www.aspect.com>

**Autotask Corporation**  
<http://www.autotask.com>

**BCE Elix**  
<http://www.bceelix.com>

**CrossTec Corp.**  
<http://www.crossteccorp.com>

**Envision**  
<http://www.envisioninc.com>

**Human Resource Management Center**  
<http://www.hrmc.com>

**IEX Corp.**  
<http://www.iex.com>  
 (See our enhanced listing in the alphabetical section.)

**Informiam**  
<http://www.informiam.com>

**Left Bank Solutions, Inc.**  
<http://www.leftbanksolutions.com>

**Snowfly Performance Incentives**  
<http://www.snowfly.com>

**Spanlink Communications**  
<http://www.spanlink.com>  
 (See our enhanced listing in the alphabetical section.)

**Symon Communications, Inc.**  
<http://www.symon.com>  
 (See our enhanced listing in the alphabetical section.)

**Texas Digital Systems, Inc.**  
<http://www.txdigital.com>

**Tigerpaw Software**  
<http://www.tigerpawsoftware.com>

**Verint Systems**  
<http://www.verint.com>  
 (See our enhanced listing in the alphabetical section.)

**Witness Systems**  
<http://www.witness.com>  
 (See our enhanced listing in the alphabetical section.)

## COMPLIANCE TECHNOLOGIES & SOLUTIONS

**Accurate Always**  
<http://www.accuratealways.com>

**Cerebit**  
<http://www.cerebit.com>

**Contact Center Compliance**  
<http://www.dnc.com>

**etalk Corp.**  
<http://www.etalk.com>  
 (See our enhanced listing in the alphabetical section.)

**NICE Systems**  
<http://www.nice.com>

**Noble Systems Corporation**  
<http://www.noblesys.com>

**PacketStorm Communications**  
<http://www.packetstorm.com>

**Phulcio Systems**  
<http://www.phulcio.com>

**TouchStar Software**  
<http://www.touchstarsoftware.com>

**Witness Systems**  
<http://www.witness.com>  
 (See our enhanced listing in the alphabetical section.)



**Adjoined Consulting**  
<http://www.adjoined.com>  
 Outsourcing, Technology Integration, SCM, CVM, Research Services, ERM, BI, EA

**ADTRAN, Inc.**  
<http://www.adtran.com>  
 Managed Ethernet Switches

**Advanced Data-Comm**  
<http://www.advanced-data.com>  
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By Tracey E. Schelmetic  
Editorial Director, Customer Inter@ction Solutions

# Be The Quality Control Agent

The end of the year, and the holidays, are supposed to be times of peace on earth and goodwill toward men (and women, and children and small, furry animals, too). That must be why it's the most anxiety-laden time of year. All that goodwill can be stressful.

It's the time of year that people are most likely to do the majority of their annual interaction with customer service personnel...either on the floors of big box stores, at service counters, over the phone or over the Web.

I do understand that it's a difficult time for customer service organizations. Tempers run high, temporary (and hastily trained) personnel must be hired, volume spikes, and the most demanding customers are the ones who make the most noise. A friend of mine is a regional manager for a large bookstore chain, and she has told me war stories galore of trying to strike a balance between short-tempered customers and employees who do not have a lot of enthusiasm invested in their short-lived stints as bookstore employees. During some holiday seasons, "striking a balance" means trying to keep the customers and employees from visiting bodily harm upon one another.

I get an extra special helping of stress at this time of year. Because I purchased my home in December, my taxes and insurances renew and expire with the calendar year. My mortgage company re-evaluates my escrow and sends me updates...notices that my taxes are going up or that my insurance premium is escalating. I received a notice a few days ago that next year, my escrow would escalate by nearly a thousand dollars. Unable to image a scenario in which this would be true, unless my upstate Connecticut town had secret intelligence that the intervening 21 miles of land between itself and the Fairfield County coastline was about to collapse and create premium beach-front property for me, I decided to call the mortgage company. While I waited, I examined my account online. By the time I connected to an agent who was pre-armed with an attitude that communicated loud and clear that she didn't want to hear about anyone's problems, I had diagnosed the error.

After we finished with greetings, I informed her that my insurance premium would soon be due, at which time the mortgage company would pay it out of my escrow. "Yes, I know," she said, rather smugly.

"I have just one question," I said. "Why are you planning to pay my insurance company a thousand dollars more than they're billing for? I'm sure they'd be pleased and all, but I'd honestly rather you didn't. There's only so far I'm willing to take the holiday spirit when it comes to my spare cash."

The agent, whose smug tone disappeared as quickly as a plate of Christmas pastries left out on the counter in TMC's kitchen, put me on hold for a few moments.

"That must have been a mistake," she informed me helpfully when she returned.

"Yes," I agreed, equally helpfully. "Did you notice that the amount you're planning to pay is exactly three times what's owed?" I asked.

"You know," she said in a chatty tone. "I DID notice that. Funny. Huh. How about this...I change the info, and we send you a re-evaluation of your next year's projected escrow."

"Yes," I agreed. "That WOULD be convenient."

"Peace on earth," she said.

"Goodwill toward men, women, children and small, furry animals," I offered back.

This incident, combined with countless others I have personally experienced, or readers write to me about, leaves me wondering if many companies no longer bother with quality control processes. They leave their customers to be the quality control agents. After all, we're the ones with the most at stake. Errors can leave us minus cash, late fees and even damage to our credit scores. What does Ms. Nine Dollars An Hour have to lose? A job, maybe...at which time she'll be free to seek Nine Fifty at the organization down the street?

It didn't escape my notice that this is a mortgage company. Mortgage companies are very cumbersome to change...as are cable companies, wireless companies and utility companies. Let's face it: with most of these hard-to-switch organizations, there's not much in for them to strive for good service for existing customers. (Witness the breathtaking deals wireless companies offer to new customers; try getting one of those deals as an existing customer. You'll be lucky if you get an

**The agent, whose smug tone disappeared as quickly as a plate of Christmas pastries left out on the counter in TMC's kitchen, put me on hold for a few moments. "That must have been a mistake," she informed me helpfully when she returned. "Yes," I agreed, equally helpfully.**



amused snort from the other end of the phone line before the agent hangs up on you.)

Contrast that with, for example, L.L. Bean and Land's End, both of which send me their catalogs every holiday season. If I were to communicate to both companies that I'm thinking about doing all my shopping from one or the other of the catalogs, but haven't decided which yet, both companies would probably have personnel dispatched within the hour to do my dishes and rake my leaves. With companies such as this, there's no "existing customer" relationship. They can lose my business at any time, and must continually work for it.

Companies do as much customer service as they think they have to. The good news for consumers is that they're frequently wrong. Ten years ago, the cable companies thought they had natural monopolies on customers who wanted entertainment choices. Enter the satellite dish companies...the cable companies are still trying to figure out where that pan of cold water that has hit them in the face came from. Ditto on the providers of land-line phone services. They have learned a lesson that will go into the classic annals of business history.



It's short-term thinking. I can't switch my mortgage company tomorrow...not without a lot of effort. But ultimately, I can change it. I can drop cable and get a satellite dish. When my contract expires with my wireless provider, I can take my number and go elsewhere. My electric company is about the only bunch that has me in a total stranglehold. Ironically, of all my monopolized or semi-monopolized utility providers, they give me the most trouble-free service. Granted, their product doesn't have a lot of moving parts, and paying the bill on time does wonders for keeping the electricity flowing in a trouble-free manner.

Forcing customers to become your unwilling quality control agents may save a bit of money for the short term. Witness award-winning customer service provider L.L. Bean, which I referenced earlier in this column. Does anyone for a minute imagine that this company has

been thriving since 1912 by shaving customer service quality assurance practices away for short-term gain?

Peace on Earth. Even to my mortgage company. **CIS**



The author may be contacted at [tschelmetic@tmcnet.com](mailto:tschelmetic@tmcnet.com).



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