



# CUSTOMER INTER@CTION

## *Solutions*®

26  
Years  
of Excellence

October 2007 • Vol. 26/No. 5  
www.cismag.com

#1 In CRM, Call Centers And Teleservices Since 1982™

# Going Mobile With CRM 6 Experts Offer Guidance

### Also In This Issue:

- Aspect Debuts PerformanceEdge
- Under Exposure And Over Exposure In Marketing
- Workforce Optimization Roundup
- Speech Analytics: 9 Best Practices

# If you value your customers...

...why do you  
keep them  
**ON HOLD?**



**With InfoCision**, they won't be.

We answer your calls quickly and develop a lasting relationship with your customers. A few minutes on the phone with InfoCision means a lifetime of customer loyalty for you.

**9 seconds**

Average time to answer inbound calls.

**92 percent**

Percent of inbound calls answered in 20 seconds or less.

**3 percent**

Overall percent of inbound calls abandoned.



**InfoCision**  
THE highest quality call center company in the world!®

Contact us at 1-866-670-4IMC | [www.infocision.com](http://www.infocision.com)



\*InfoCision is the only teleservice company to win the MVP Quality Award, presented by *Customer Interaction Solutions* magazine, all 14 years since its inception.



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

# UNDER EXPOSURE AND OVER EXPOSURE IN MARKETING...

## SO MUCH FOR HUMILITY IN MARKETING

I have always been extremely interested in sports because I feel that they offer not only a healthy mind, but also teach one about the importance of teamwork, determination, achievement, winning, losing and satisfaction. I feel there is a strong correlation between what we learn from sports and our ordinary lives.

### Why I Love Sports

Since childhood, I have always loved sports, not only because a healthy mind is found in a healthy body, but also because we can learn very much about motivation, extraordinary achievements and greatness from sports, benefits that are transferable to our lives and our businesses.

### What I Learned From Following The Greatest Achievers In The World Of Sports

One of the most interesting and informative programs that I watch on TV is the annual Pro Football Hall of Fame program, which takes place in Canton, Ohio and is televised regularly. To me, the Hall of Fame induction represents being the best of the best of the best in sports or any other endeavor. I, therefore, feel it is extremely important to learn how the Hall of Fame inductees got to that point: why they are one in a million and have earned such high esteem among their peers. By learning what they have done, we can always apply the same principles in our own lives to help us achieve the highest possible position, in our businesses, in our jobs and in everything else.

### About Humility And Its Significant Place In All Sports, Religions And Our Lives

In preparation for this editorial, I conducted a lot of research to find a good definition for humility. According to Wikipedia, on the subject of humility, I found the following description:

"Humility is a quality or characteristic

ascribed to a person who is considered to be humble. Humility is derived from the Latin word 'humilis', which means low, humble, from earth. A humble person is generally thought to be unpretentious and modest: someone who does not think that he or she is better or more important than others."

In other research, I found that humility is described as "a sign of godly strength and purpose, not weakness." Having said all of that, it seems that society does not often reward the humble person. An important case in point is that of Gene Hickerson and the Hall of Fame story.

### How Gene Hickerson Nearly Missed Being Inducted Into The Hall Of Fame Because Of His Extreme Humility

By all standards, Gene Hickerson was one of the best, if not the best, offensive linemen in all of pro football. According to documents from the Pro Football Hall of Fame in Canton, Ohio, he was regarded as one of the best, if not the finest, linemen in the Southeastern Conference during the end of his collegiate career. Hickerson was drafted by the Cleveland Browns in the 1957 NFL draft in the seventh round. He quickly went from delivering plays to the huddle to establishing himself as the most valuable lead blocker for three future Hall of Fame running backs including Jim Brown, Bobby Mitchell and Leroy Kelly. In plain English, Gene Hickerson paved the way for the above three running backs to achieve extraordinary performance and, in fact, all three were eventually inducted into the Hall of Fame nearly 25 years ago thanks to the great blocking of Gene Hickerson. Yet, because of his extreme humility, Gene Hickerson was neglected, overlooked, ignored or forgotten by the Hall of Fame committees because he was an extremely humble man. During the recent Hall of Fame induction program in the first week of August 2007, his colleagues stated



that Gene was so humble, when people asked him, "What do you do?", he would say, "I am an astronaut, a teacher or a mailman or something like that." He always kept a low profile with his lovable, down-to-earth personality. Of course, we don't know exactly why he was neglected for so many years, but in the absence of that information, if I were to guess, I would say it was because he avoided exposure or marketing his achievements that he did not enter the Hall of Fame until this year, over 25 years later than the three running backs he was instrumental in sending to the Hall of Fame. It was extremely sad to watch Gene Hickerson receive his Hall of Fame award while in a wheelchair when he should have been inducted to the Hall of Fame over 25 years ago, preferably ahead of the other three Hall of Famers. Simply because without his legendary downhill blocking ability, it would be highly unlikely for the other Hall of Famers to have gotten theirs so early in their lives.

**In marketing, there is no room for humility. You must dominate the media in order to dominate your market.**

### Humility In Marketing

Applying humility in marketing will also have near-disastrous consequences. As I have stated in my many editorials, if you don't market, you don't exist. In this case, and in my opinion, had Gene been more visible, just as other players were, no doubt, he would have been in the Hall of Fame much earlier. In business, too much humility in marketing will cost businesses millions of dollars, and there is no way to remedy the problem.

### The Jack Youngblood Story Teaches Us About Courage, Persistence, Determination And Hard Work Beyond Imagination

A few years ago, during the Hall of Fame ceremony, the legendary Merlin Olsen, who was one of the teammates of Jack Youngblood, introduced Youngblood by saying that during the first practice in the rookie year of Jack Youngblood, at the end of the practice, the coach said, "Youngblood, you are the worst football player I have ever seen." Obviously, as a number one draft choice of the Los Angeles Rams in 1971 as a defensive end, he was expected to perform to much higher standards than he did in his first practice. Youngblood did not take these words lightly, and he decided to work very hard in the subsequent 201 consecutive games (which was a record) to prove to the coach that he was, in fact, better than the worst player the coach had ever seen. Jack suffered a fractured left fibula in the 1979 first-round playoffs, but played every defensive down in title game, Super Bowl XIV, played in five NFC Championship games, All-Pro five times, All-NFC seven times. The bottom line is that he was most famous for playing the entire 1979 to 1980 playoffs (including the 1980 Super Bowl) with a fractured left fibula — a broken leg! At the end of the game, the same coach said, "Youngblood, you are the greatest football player I have ever seen!" Hopefully you will agree with me that the success stories of these Hall of Famers give us a tremendous amount of inspiration and motivation for achieving higher and higher objectives.

### Muhammad Ali's Success Story

As we all know, Muhammad Ali was anything but humble. Yes, he had plenty of talent, but because he was always thinking out-of-the-box, which made him seem abnormal or weird to the public, he always stood out. Indeed, we all remember his rope-a-dope technique or his "Float like a butterfly, sting like a bee" saying, not to mention admiring himself, proclaiming that, "I am the



**Executive Group Publisher**  
Nadji Tehrani (ntehrani@tmcnet.com)

**Group Publisher**  
Richard Tehrani (rtehrani@tmcnet.com)

**Editorial**  
203-852-6800 (cispress@tmcnet.com)  
**Editorial Director**, Tracey E. Schelmetic  
**Associate Editor**, Patrick Barnard

**TMC™ Labs**  
203-852-6800 (tmcclabs@tmcnet.com)  
**Executive Technology Editor/CTO/VP**, Tom Keating

**Art**  
203-852-6800 (cisart@tmcnet.com)  
**Creative Director**, Alan Urkawich  
**Graphic Designer**, Lisa A. Mellers

**Executive Officers:**  
Nadji Tehrani, *Chairman and CEO*  
Richard Tehrani, *President*  
Dave Rodriguez, *VP of Publications & Conferences*  
Michael Genaro, *VP of Marketing*  
Tom Keating, *VP, CTO*

### To Subscribe, Call: 203-852-6800

Or write to the circulation director at [srusso@tmcnet.com](mailto:srusso@tmcnet.com). Subscription rates (published monthly): Digital Subscriptions free for qualified U.S., Canadian and Foreign subscribers. Print Subscriptions free for qualified subscribers in the U.S.A. only. For non-qualified U.S.A. subscribers, \$49. All Canadian subscribers, \$49. All Foreign (air mail), \$85. All orders are payable in advance in U.S. dollars drawn against a U.S. bank. Connecticut residents add applicable sales tax.

**Circulation Director**, Shirley Russo ([srusso@tmcnet.com](mailto:srusso@tmcnet.com))

**Reader Input:** CIS encourages readers to contact us with their questions, comments and suggestions. Send e-mail (addresses above), contact our Web site ([www.cismag.com](http://www.cismag.com)) or send mail.

We reserve the right to edit letters for clarity and brevity. All submissions will be considered eligible for publication unless otherwise specified by the author.

**Reprints:** For authorized reprints of articles appearing in CIS, please contact Reprint Management Services at 1-800-290-5460 or e-mail them at [tmcnet@reprintbuyer.com](mailto:tmcnet@reprintbuyer.com).

**Lists:** For list rentals, please contact Glenn Freedman at [glennf@i-i-s-t.com](mailto:glennf@i-i-s-t.com) or call 516-358-5478, ext. 101.

### Advertising Sales: 203-852-6800

Karl Sundstrom, ext. 119 ([ksundstrom@tmcnet.com](mailto:ksundstrom@tmcnet.com))  
**Senior Advertising Director**  
Eastern, Western, International

### Exhibit Sales: 203-852-6800

**Global Events Account Directors**  
**Companies whose names begin with:**

**A-G or #s:** Maureen Gambino ([mgambino@tmcnet.com](mailto:mgambino@tmcnet.com))

**H-P:** Chris Waechter, ext. 108 ([cwaechter@tmcnet.com](mailto:cwaechter@tmcnet.com))

**Q-Z:** Joe Fabiano, ext. 132 ([jfabiano@tmcnet.com](mailto:jfabiano@tmcnet.com))

**Editorial Offices** are located at  
One Technology Plaza, Norwalk, CT 06854 U.S.A.  
**Customer Service:** for all customer service matters, call 203-852-6800.

**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.

Copyright © 2007 Technology Marketing Corporation. All rights reserved. Reproduction in whole or part without permission of the publisher is prohibited.

Customer Inter@ction Solutions® and the TMC Logo are registered trademarks of Technology Marketing Corporation.

### A Technology Marketing Publication

One Technology Plaza,  
Norwalk, CT 06854 U.S.A.  
Fax#: 203-853-2845  
Sales Dept. Fax#: 203-838-4070





# “yes!”

**to Contact Center Managers** who need Tokyo to be Chicago once in a while.

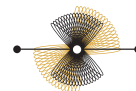
## What's the point of a distributed contact center if every site doesn't carry its load?

The idea is to handle a customer's interaction promptly and skillfully, no matter what location an agent is working in.

But therein lies the virtual problem: Overloads at certain locations, idle agents at others, and bump and spike load imbalances constantly defeat the purpose of a multi-site service environment.

Interactive Intelligence balances distributed contact center operations with a single, wide-ranging IP platform to route calls as well as e-mails and generic media.

It's a software platform multi-site centers have implemented worldwide—to present a consistent external face, reduce costs and exceed service levels at distributed locations everywhere.



INTERACTIVE INTELLIGENCE<sup>®</sup>  
Deliberately Innovative

We say YES! to the distributed contact center.

**[www.inin.com](http://www.inin.com)**

---

Contact us to discuss designing and implementing the right platform for your virtual operations.

greatest, I am beautiful and my opponent is ugly." Indeed, he was talented, but this type of clown-like behavior made him stand out and got him, perhaps, more fame and admiration than he deserved. I recall on his 50th birthday, the headline on the USA Today sports section read, "50 Years Old and Still the Greatest." In reality, he was the only person who referred to himself as "The Greatest." Nevertheless, this kind of publicity went a long, long way. Some 15 years ago, when I visited the famous Madame Tussauds Wax Museum in London, I noticed they had statues of all of the world's leaders, including all of the kings and queens and prime ministers of the past. Included with them was a statue of only one athlete: that of Muhammad Ali and no one else. I'm sure had he been as humble as Gene Hickerson, he would not have achieved 10 percent of the worldwide renown he got.

## Donald Trump's New Book

Donald Trump's new book, titled "No Such Thing As Over-Exposure," even though I haven't finished reading it yet, is probably not focusing on humility but on master marketing, and I admit that he is, indeed, a master marketer and his accomplishments are exemplary.

The point is that one has mixed feelings about the subject: should you be humble and be respected by your colleagues, or should you take a lesson from some of the other people who reside on the other side of humility and endeavor to make yourself world famous? I leave the choice to you.

In marketing, however, there is no room for humility. You must dominate the media in order to dominate your market.

## My Participation And Modest Achievements In Sports

In my teenage years, I was an average soccer player and an accomplished cyclist. As a cyclist, I came in second in a six-mile race among top high schools in Tehran. However, as a Little League soccer coach (ages 8 to 12), my team won the city championship in 1977 in Stamford, Connecticut. We played 45 games that year and our record was 45-0. Our average score was 18-0, and my team allowed only two goals all year. If you are familiar with soccer, you will know that such a record is unheard of in that sport. I guess you might say that I was a better coach than a player. Frankly, I think there is a strong correlation between coaching a sports team and managing a company.

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



During my twenty years in the contact center and tele-services industry, I have learned two important lessons pertaining to client expectations. First and foremost, the client expects and deserves superior call quality and contact center performance on behalf of their customers. Secondly, the client deserves an honest, open and straightforward relationship with their vendor. In other words, a no-excuses environment.

I consider these two items to be the components of a strong client/vendor relationship. Even proud of the fact that our very experienced management staff shares and expresses this belief through their everyday client interactions. This fact is further substantiated by their ability to utilize their former client relationships as references.

At Thomas L. Cardella & Associates, you will find not only the latest state-of-the-art technology, but an experienced management team that understands the core fundamentals of building long-term business relationships.

We look forward to better understanding your business, and how we might be of assistance.

**Thomas L. Cardella**  
ASSOCIATES

Contact Center Specialists

[www.tlccassociates.com](http://www.tlccassociates.com) | 888-788-0333

2007

President / CEO,  
Thomas L. Cardella & Associates

2005-2007

Community / Charity /  
Volunteer Efforts

2003-2006

Chairman / CEO,  
Precision Response Corporation / PRC  
(Hartford)

2001-2003

President,  
Hersack Information Group

1995-2003

President / Founder,  
Access Direct

2004

Included into Customer Interaction  
Solutions Hall of Fame

1990-2005

10 consecutive Quality Awards  
from Customer Interaction Solutions



# Introducing Verint Witness Actionable Solutions

Through its combination with Witness Systems, Verint® has formed a new business line — Verint Witness Actionable Solutions — focused on giving organizations ***the Power to Improve Everything.™***



## How We Can Help Your Organization

**Verint Witness Actionable Solutions** offers a portfolio of **customer service analytics** that provides new levels of visibility into customer service processes and workforce performance across your enterprise. Our software and services provide insight into areas of your business that can dramatically impact customer loyalty, competitive advantage, operating margins, and your bottom line.

Combining the proven workforce optimization solutions of Witness Systems with Verint's industry-leading actionable intelligence™ portfolio, our solutions help you dramatically improve how you approach customer service. You can capture and analyze customer interactions, improve workforce performance, uncover business trends, discover the root cause of customer and employee behavior, enhance customer service, make better decisions faster, and continually improve performance across every aspect of your customer care operations. **So you not only know what's happening in your business — you know why, and you can take action right away.**

Our portfolio of customer service analytics includes:

- Quality monitoring
- TDM and IP recording
- Speech and data analytics
- Performance management
- Workforce management
- eLearning
- Customer surveys
- A full range of support, professional, and consulting services

From contact center and branch-office interactions to the underlying back-office processes that impact the customer experience, **Verint Witness Actionable Solutions helps you understand what's happening in your customer-focused operations** — so you can enhance performance at every touch point across the customer service value chain.

## How to Contact Us

For more information on how Verint Witness Actionable Solutions can help your business, contact us at [info@verint.com](mailto:info@verint.com) or 1-800-4VERINT, or visit [verint.com/improve](http://verint.com/improve).



**Witness Actionable Solutions**

# Contents

## DEPARTMENTS

### 1 Publisher's Outlook

By Nadji Tehrani, Executive Group Publisher, Technology Marketing Corp.

### 8 High Priority!

By Rich Tehrani, Group Editor-in-Chief, Technology Marketing Corp.

### 14 Customer Inter@ction News™

### 14 CallCenterComics.com

By Ozzie Fonesca

### 18 Practical Pointers for Call Center Management

By Penny Reynolds, Contributing Editor, Customer Interaction Solutions

### 20 In the Queue

By Patrick Barnard, Associate Editor, Customer Interaction Solutions

### 48 Last Call

By Tracey E. Schelmetic, Editorial Director, Customer Interaction Solutions

### 50 The Integrated Marketplace™

### 50 Identification Statement

### 50 Advertising Index

## THE BOARDROOM REPORT

### 22 Site!: Leading The Pack In Business Process Outsourcing

By Nadji Tehrani, Founder, Chairman & CEO, TMC

## CUSTOMER RELATIONSHIP MANAGEMENT

### 26 Going Mobile With CRM: Six Experts Offer Guidance

By Patrick Barnard, Associate Editor, Customer Interaction Solutions

## INNOVATIVE SOLUTIONS FROM THE EXPERTS

### 32 Sound Choices: Selecting The Best Headset Solution For Your Contact Center

By Joe McGrogan, Plantronics, Inc.

### 33 Alleviating Headset Headaches

By Tracey E. Schelmetic, Editorial Director, Customer Interaction Solutions

## ROUNDUP

### 34 The Workforce Optimization Roundup

By Stefania Viscusi, Customer Interaction Solutions

## INNOVATIVE SOLUTIONS FROM THE EXPERTS

### 36 The Market Researcher: Finally Back In The Loop

A Special Editorial Series Sponsored By Vovici

## CONTACT CENTER TECHNOLOGY

### 38 The 2007 Customer Interaction Solutions TMC Labs Innovation Awards, Part Two

By Tom Keating, Executive Technology Editor, TMC Labs



24

Going Mobile With CRM: Six Experts Offer Guidance

## SPEECH TECHNOLOGY

### 44 Speech Analytics Implementation: Nine Best Practices

By Daniel Ziv, Verint Witness Actionable Solutions

## ASK THE EXPERT

### 52 Ask The Expert: Security For IP Communications

By Tim Passios, Director of Product Management, Interactive Intelligence

## TMCNET.COM ONLINE EXCLUSIVES



### CRM Should Be Priority For Communication Services, Research Finds

By David Sims, TMCnet Contributing Editor

*Since delays in transactions could cause customers to shift loyalties to another store and result in lost sales, many retailers are giving top priority to improving customer flow and customers' overall store experience by streamlining payment processing, Frost & Sullivan found. Technologies that help in improving speed and efficiency and allow retailers to address customer demands more effectively are growing in demand in the retail industry. Read the full article at [www.tmcnet.com/1181.1](http://www.tmcnet.com/1181.1)*

### Unified Communications: What's The Fuss About?

By Erik Linask, Associate Editor, Internet Telephony magazine

*Today's version of unified communications is part of the marketing game, allowing vendors and service providers to lock customers into a series of products, rather than buying them from different vendors. In addition, those providers are able to hide the fact they have really turned open standards into proprietary technology, effectively rendering them useless for open, standards-based network, and they are able to focus on the high-level product package rather than the complete solution. Read the full article at [www.tmcnet.com/1182.1](http://www.tmcnet.com/1182.1)*

## CORRECTION:

In September's feature, the "IP Contact Center Roundup," Interactive Intelligence was inadvertently left off the list. *Customer Interaction Solutions* regrets the omission of such an important IP contact center leader. For more information or to read about Interactive Intelligence's solutions for broad IP contact center functionality, please visit [www.inin.com](http://www.inin.com).





## HANDLE IT ALL WITHOUT MISSING A CALL

### GO WIRELESS AND GO WHERE YOU'RE NEEDED

Everything changes when your headset goes wherever your feet take you. So free yourself with the SupraPlus® Wireless, and start handling escalations and speeding resolutions without missing your own important calls.

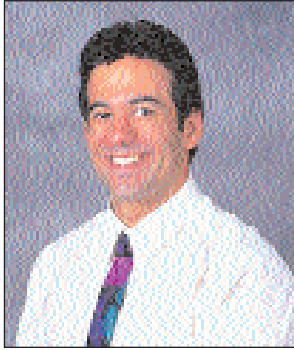
Learn more at [www.plantronics.com/goodcall](http://www.plantronics.com/goodcall)



#### SupraPlus® Wireless

- Range up to 300 feet
- Specifically designed for the contact center
- Available in Binaural & Monaural models





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

# Virtual Customer Interactions

On a blustery day at a Virginia Beach hotel a decade or so ago, a group of call center decision makers gathered to hear me speak on the topic of evolving customer service and technology.

During the presentation, I mentioned that companies needed to answer e-mail in real time. It was at this point a woman in the audience raised her hand and challenged this assertion. She said people should not get used to having their e-mail answered immediately by call centers. She was very vehement about the issue. I was in direct opposition with this notion, and my presentation turned into a debate. In the hundred plus presentations I have given since, I have never had a similar incident take place.

Thankfully, the ever-talented David Burd, who was the head of marketing at the company sponsoring the conference, stepped in, calmed the woman and allowed me to continue with my presentation.

I often think back to this woman when I e-mail companies and find they don't immediately respond.

I still think I am right. At the same time, I'm aware that technology can change, and the adoption of such technologies and the speed at which they are implemented vary greatly from company to company. I happen to be the sort of customer who likes a company to respond to my e-mail immediately. I am more likely to buy from a company that responds to my online queries quickly.

Technology stands still for no call center, and it isn't just e-mail that has transformed the call center into the contact center. IP communications, too, have dramatically altered the way we communicate

and serve our customers. Agents located around the world can now easily serve customers. A company's mailing address now has less and less to do with where the majority of its workers live and work, as the Internet has allowed corporations to find ever-more cost-effective ways to get work done without one central location.

If you are a long-time reader, you might remember me telling everyone in the mid-nineties to explore IP contact centers and numerous other technologies. Now it's time for a new technology to be introduced into the customer interaction mix: If you aren't aware of virtual worlds, you should be. The most popular of these is Second Life and it is slowly becoming the 3D Internet. It has plenty of competition — but this article is not meant to analyze its various competitors, but rather focus on the potential for virtual worlds to change customer service and sales as we know it.

In a virtual world, you choose an avatar — a representation of whom you wish to be online. You dress the avatar and walk (or fly!) from place to place. Your avatar interacts in this world and can chat and use [VoIP \(define - news - alert\)](#) to communicate with other avatars. There is usually search functionality so you could, for example, find a car rental agency or a store to buy clothes, get more radiant skin, get a tattoo or find anything else you might wish to buy in your virtual world.

Millions of people are experimenting in virtual worlds. They interact with

*Always Working.  
For IT, Supervisors and Agents...  
Accessed Anywhere They Sit.*

- ▶ All-in-One Hosted Contact Center Software Made Easy
- ▶ Drag-and-Drop Programming Tools Simplify IT-Intensive Tasks
- ▶ World's Only ACD-Sentient System for Quality Monitoring, eLearning and Workforce Management – it Learns and Directs!
- ▶ Fortune<sup>®</sup> 500-Compliant Security

For More Information:

Visit [www.ucn.net/incontact](http://www.ucn.net/incontact) or call 866.519.7867



one another and meet in night clubs, on romantic islands, in virtual conferences and in shops.

Some companies are turning to virtual worlds for business use. They utilize virtual worlds for training or to extend their brand with a virtual storefront, the same way they may have experimented with a Web page back in 1995.

Virtual worlds, like every new technology, need one or more champions. IBM has traditionally been on the forefront of speech, and Linux has championed green technologies, to name a few. To this list you can add virtual worlds, as IBM has been one of the biggest proponents of Second Life — buying virtual land and constructing virtual buildings.

**The potential for the retail industry to take advantage of virtual worlds is immense. You can build an avatar which is a virtual match for your body and see how actual clothes will look on you.**

But what brought IBM into my sights as a company worthy of coverage is their most recent virtual world announcement: they will staff their virtual business center with workers in Asia five days a week, 24 hours per day (see [www.tmcnet.com/1126.1](http://www.tmcnet.com/1126.1) for more information). They join others from North America, Latin America and Europe who started working there in May.

“There has been a huge surge in the popularity of Web activities like social networking. People are very accustomed to meeting each other online socially. We’ve just applied that concept to the business world,” said Paula Summa, general manager of IBM.com, the company’s decade-old telephone and Web sales organization. “Social networking and virtual world participation is sky-

rocketing in Asia. Asia is, after all, a hotbed for 3-D gaming. Why not 3-D business, too?”

“Although this started as an experiment, it has resulted in sales leads,” Summa added. “This is a new and exciting way for clients and IBM to do business.”

IBM’s Virtual Business Center’s technical support library gives visitors access to technical information including Redbooks and Systems Journals.

One advantage of going to a virtual world to get your information is that you can find it faster and easier compared to navigating a Web site. In the virtual Business Center, you can browse the 3-D book shelves, view a 3-D book or ask the librarian, just as you would in the real world.

I recognize that it’s very, very early in the adoption cycle of virtual worlds for business use. But I think many more companies will have a virtual storefront in the future. The potential for this technology remains tremendous, in my opinion. I imagine a future in which you will log on to your computer and your avatar will automatically come to life, and as you are searching the Web, you will be able click a link to place your avatar in numerous locations. For example, if you are surfing SaksFifthAvenue.com for a tie, you will be able to click a Second Life URL (known as a slur) which will immediately transport your avatar to a virtual Saks where you can see the ties in 3D. The potential for the retail industry to take advantage of virtual worlds is immense. You can build an avatar which is a virtual match for your body and see how actual clothes will look on you.

If you think this is far-fetched, be sure to look at a company like FramesDirect.com, which lets you upload a photo of yourself and virtually “try on” different pairs of glasses before you buy.

Think I’ve lost my mind? Maybe I have. Just remember that whether the

Web evolves to become “three-dimensional” or a service like Second Life, our default conduit to 3D is unknown. What is known is the 3D world is coming and now is a great time to get accustomed to the technology. Sign on to some of these virtual world services and play around and see what the potential is. You may even spot your competition setting up a virtual storefront.

Currently, there are people conducting meetings and business in these worlds and, just like on the Internet, there are many X-rated activities going on in Second-Life as well. This shouldn’t dissuade you from taking Second Life and other virtual worlds very seriously. Virtual worlds are open places where millions will visit for a variety of reasons, including buying products and services. I hope you will give these services a try and I hope to see you around in the virtual world in the future! If you want to meet me on Second Life, just send me an e-mail. I will try to respond immediately.

*The author may be reached at [rtehrani@tmcnet.com](mailto:rtehrani@tmcnet.com).*

### Call Center Quality

I recently had a conversation with executives at TeleDirect International ([www.tdirect.com](http://www.tdirect.com)) about how measuring call center quality is an important part of managing a successful call center operation. This is an important issue as IP communications has allowed contact centers to become truly distributed and subsequently more difficult to manage.

The first step in this move was distributed call centers and, soon thereafter, the practice of using home agents allowed a more finely-tuned distribution of contact center resources. According to TeleDirect, implementing a proper quality monitoring solution can increase revenue by up to 15 percent. For this reason, I invited the company to write an article on this topic to help educate those call center decision makers looking to make their contact centers more productive and ultimately successful.

*Please see [www.tmcnet.com/1125.1](http://www.tmcnet.com/1125.1) for the full article.*

## NICE SmartCenter™

for Contact Center and  
Enterprise Performance.

### Right-Time

Take timely action  
to drive business  
performance.



### Insightful

Gain strategic  
understanding of  
customers and markets.



### Proactive

Stay one step ahead  
of the customer—  
and the competition.



## Turn your contact center into a high-performance business engine. With NICE SmartCenter.™

Could your contact center make the whole enterprise more responsive—and more competitive? It can. NICE SmartCenter delivers best-in-class quality and workforce management. Customer interaction capture and analytics. Coaching and more. And it's all unified within a Service Oriented Architecture (SOA), to give you the insight to take right-time action. Add NICE's world-class business consulting, and you're not just on track, you're way ahead of the field.

NICE supports over 24,000 customers—including more than 85 of the Fortune 100—in over 100 countries.

Visit [www.nice.com/nicesmartcenter](http://www.nice.com/nicesmartcenter)

Insight from Interactions™

**NICE®**



FROM THE COMPANY THAT BROUGHT YOU  
ASPECT® eWORKFORCE MANAGEMENT™

## Introducing PerformanceEdge from Aspect Software

More than simply workforce optimization, PerformanceEdge gives you the power to rise above the day-to-day mayhem and transform the performance of your contact centers. PerformanceEdge combines the #1 workforce, performance and campaign management applications with next-generation recording & quality management and integrated coaching & eLearning, delivering true contact center performance optimization by putting the power in the right hands... yours.

Change your reality.<sup>SM</sup>

For more information, visit [www.PerformanceEdgeSuite.com](http://www.PerformanceEdgeSuite.com)



Contact Center Optimization from Aspect Software



By Patrick Barnard, Associate Editor, Customer Inter@ction Solutions

### Sage's ACT! Turns 20, Larry Ritter Talks About Web 2.0

([news - alert](#)) In a recent interview, Larry Ritter, senior VP of product management at Sage CRM Solutions, discussed ACT!'s 20th birthday and the company's plans for the product going forward. Ritter leads the Sage CRM Solutions product management teams for the ACT!, SageCRM/SageCRM.com and Sage SalesLogix product lines.  
[www.tmcnet.com/1094.1](http://www.tmcnet.com/1094.1)

### The Greatest CRM Fad You'll Never Need

Ever notice that most CRM and business books are much more useful for holding up a corner of your desk than putting new business on your desk? How many companies improved profits from studying Ernest Shackelford, a screw-up whose main achievement is that he avoided turning himself and his men into frozen penguin hors d'oeuvres? There's a man worthy of emulation.  
[www.tmcnet.com/1095.1](http://www.tmcnet.com/1095.1)

### UK Contact Centers Struggling With Training And Customer Service

Customer service provided by contact centers in the UK is strained by a growing training and support gap. As a result, nearly 6,000 contact centers are experiencing a decline in their customer service deliverables. These problems are exacerbated by high attrition rates (nearly 25 percent) and the need to train new employees, according to research figures from knowledge transfer provider Knowledge Solutions. Overall, these challenges are costing the industry GBP2.53 billion in unnecessary time and resources.  
[www.tmcnet.com/1096.1](http://www.tmcnet.com/1096.1)

### British Call Center Agents Inept At Handling Calls From Non-English Speakers

Research was conducted by thebigwordGroup, a global provider of language services, to determine how the contact centers of British banks and insurance companies handle calls from customers with heavy foreign accents. Out of the 180 calls made by

researchers, only three resulted in a solution to the language barrier and the caller obtaining the information he or she required.  
[www.tmcnet.com/1097.1](http://www.tmcnet.com/1097.1)

### Australian Contact Centers Failing To Capture Effective Customer Feedback

The contact center is increasingly playing an important role in the organization, operating as the key interaction point between the organization and the customer. To ensure that the contact center is delivering the level of customer service the customer expects, the organization must not only gather customer feedback, but also plug the results back into everyday processes. Verint Witness Actionable Solutions recently published its research findings in "Customer Feedback in Contact Centres: Australia" on behalf of callcentres.net. The research examines and evaluates current methods used by contact centers in Australia and what the future holds to improve the processes.  
[www.tmcnet.com/1098.1](http://www.tmcnet.com/1098.1)

### Convergys, Telecom Egypt Sign Business Process Deal

Convergys Corp. ([news - alert](#)) has announced a new agreement to provide consulting services to Telecom Egypt, the largest fixed line provider in the Middle East and Africa serving over 11 million subscribers. As part of the agreement, Convergys will help implement a business process reengineering project to enhance Telecom Egypt's billing operations, aligning them with Telecom Egypt's new billing platform.  
[www.tmcnet.com/1099.1](http://www.tmcnet.com/1099.1)

### Contactual Now Interoperable With Sylantró's Synergy Platform

Contactual's ([news - alert](#)) on-demand contact center software is now compatible with Sylantró's Synergy platform. The deal means customers of both companies have the option of running Contactual's flexible, full-featured contact center solutions on the Sylantró Synergy platform, which enables the delivery of rich, hosted IP communication services across fixed, mobile and cable networks. Specifically designed for network operators, the platform can be used to host a wide range of differentiated communications applications and accelerate their delivery to business and consumer markets. In addition, Contactual is now a Silver Level sponsor of the Sylantró Global Summit.  
[www.tmcnet.com/1100.1](http://www.tmcnet.com/1100.1)

### SAS Announces Real-Time Decision Manager For CRM

SAS, ([news - alert](#)) a CRM business intelligence vendor, has announced the SAS Real-Time Decision Manager to help marketers "coordinate interactive marketing across multiple channels." The product, part of SAS' customer intelligence suite, uses analytically driven decision logic, and is scheduled to ship in December 2007.  
[www.tmcnet.com/1101.1](http://www.tmcnet.com/1101.1)

### Global Telesourcing And Toptel To Combine U.S. Operations

Global Telesourcing, ([news - alert](#)) a provider of Spanish and bilingual call center services to companies targeting the U.S. Hispanic market, and Toptel SA de CV, a provider of outsourced contact center services, have entered into an alliance to deliver Spanish and bilingual



call center services to the U.S. market. The deal is significant in light of the growing need for bilingual call center services to the U.S. market. Currently, the U.S. is home to more than 45 million Hispanics, 64 percent of whom are of Mexican origin. That means Mexico-based call centers are uniquely qualified for delivering customer service and marketing campaigns to this massive population segment.

[www.tmcnet.com/1102.1](http://www.tmcnet.com/1102.1)

### **Verint Announces Enhancements To Impact 360 Workforce Management**

Contact center software provider Verint Systems Inc. ([news](#) - [alert](#)) recently announced enhancements to its Impact 360 Workforce Management solution, which it acquired when it purchased Witness Systems earlier this year. The company considers Impact 360 Workforce Management "one of the two anchor segments" of its workforce optimization suite. The software simplifies the task of forecasting and scheduling call center agents across multiple locations and helps companies predict when spikes in call volume might occur. As such, it helps companies cut costs by having just the right number of agents available at the right time based on call volume.

[www.tmcnet.com/1103.1](http://www.tmcnet.com/1103.1)

### **West Interactive Receives Two Market Leader Awards**

West Interactive ([news](#) - [alert](#)) won two Market Leader Awards during the 13th Annual SpeechTEK Conference and Exposition held recently in New York. The company won the awards in the Self Service Suite and Professional Services categories. It is the only company to receive Market Leader Awards in two categories.

[www.tmcnet.com/1104.1](http://www.tmcnet.com/1104.1)

### **Voxify Adds Greater Flexibility To Self-Service Speech Apps Through "Consolization"**

Voxify has "consolized" its speech-enabled self-service solutions: the company's "automated agents" are now fully configurable via a Web-based console, helping empower contact center managers

and supervisors to make changes to speech applications in real time without having to go back to Voxify to make changes. By putting these "Web consoles" in the hands of contact center managers, companies can now react more quickly to changing market conditions and immediately modify their self-service solutions.

[www.tmcnet.com/1107.1](http://www.tmcnet.com/1107.1)

### **Promero Launches "Hosted Hybrid" Model For Oracle's Contact Center Anywhere Solution**

Call center and CRM software reseller Promero ([news](#) - [alert](#)) is now offering a "Hosted Hybrid" hosted call center solution featuring Oracle's Contact Center Anywhere solution. This managed contact center service offers to medium-to-large call centers (100-plus seats) the financial benefits of leasing the Oracle software while hosting the application at a data center operated by a third-party provider such as Promero. The company claims that this model is different than a pure hosted solution because it offers the benefits of lease-purchase and experienced management services.

[www.tmcnet.com/1108.1](http://www.tmcnet.com/1108.1)

### **Avaya Leads North America in Unified Messaging According to InfoTech**

Avaya ([quote](#) - [news](#) - [alert](#)) has been recognized as the North American market leader for unified messaging in InfoTech's InfoTrack for Converged Applications Messaging Report, 2006. Avaya is also recognized in this report as the leader in total messaging revenues. According to the report, Avaya led in both revenues and shipments of unified messaging applications with 37.1 percent and 28.7 percent market share respectively in each measurement.

[www.tmcnet.com/1111.1](http://www.tmcnet.com/1111.1)

### **Enkata Collaborates with DMG Consulting to Develop Call Center "First Call Resolution" Guide**

([news](#) - [alert](#)) On-demand performance and talent management solutions provider Enkata announced that it has collaborated with Donna Fluss, founder and president of DMG Consulting

LLC, to develop the "Call Center First Resolution Guide." The white paper offers in-depth research and analysis, best practices and case study examples and will be positioned as the essential guide for call center executives seeking to build actionable first-call resolution (FCR) programs.

[www.tmcnet.com/1112.1](http://www.tmcnet.com/1112.1)

### **Gartner Adds Interactive Intelligence To Magic Quadrant For Contact Center Infrastructure**

Interactive Intelligence ([news](#) - [alert](#)) has been named to the leaders' quadrant in Gartner's Magic Quadrant for Contact Center Infrastructure, North America, 2007 report. The report provides an analysis of vendors in the market based on their ability to execute their strategies and their completeness of vision.

[www.tmcnet.com/1115.1](http://www.tmcnet.com/1115.1)

### **Envision Telephony Announces Envision Analytics**

Envision Telephony, Inc., ([news](#) - [alert](#)) a provider of software solutions for the contact center and the enterprise, has announced the availability of Envision Analytics, a Web-based platform-agnostic dashboard designed to consolidate, analyze and share market, customer, contact center and enterprise data to deliver a contextual view of enterprise performance.

[www.tmcnet.com/1116.1](http://www.tmcnet.com/1116.1)

### **Paraxip Launches NetBorder To Facilitate SIP-Based Solutions**

Paraxip Technologies, ([news](#) - [alert](#)) a developer of connectivity products to empower the deployment of IP telephony, has launched its NetBorder Software Suite. The new suite is designed to facilitate deployment of SIP-based solutions in the contact center and the enterprise. The NetBorder Software Suite is a VoIP session and media controller that combines the features of media gateways, session controllers and media servers with scripting engines to simplify and accelerate the deployment of SIP-based applications.

[www.tmcnet.com/1117.1](http://www.tmcnet.com/1117.1)



By Patrick Barnard, Associate Editor, Customer Inter@ction Solutions

### Cincom Partners With CallCopy

CallCopy Inc., ([news](#) - [alert](#)) a provider of quality management and call recording solutions for contact centers, and Cincom Systems have signed a partnership agreement that enables integration between Cincom's Synchrony contact center solutions and CallCopy's cc: Discover call recording and quality management suite. The agreement allows for Cincom to resell CallCopy's recording and quality monitoring technology under the Cincom brand.

[www.tmcnet.com/1119.1](http://www.tmcnet.com/1119.1)

### Intelcom Launches OSS Platform To Manage Automated Customer Functions

IntelCom Inc. ([news](#) - [alert](#)) has announced the development of its Operation Support System (OSS) to monitor, control, analyze and manage all customer data. This OSS Platform was created to seamlessly manage all automated customer functions, including online

order processing, account provisioning, worldwide fulfillment and global shipping, customer care and e-mail communications, billing and collections. The system was also designed to provide instant remote retail phone activation anywhere in the world through a Web portal.

[www.tmcnet.com/1121.1](http://www.tmcnet.com/1121.1)

### Sitel Gets Top Rankings in 'The Black Book of Outsourcing'

BPO firm Sitel ([news](#) - [alert](#)) has been rated "the most trusted contact center outsourcing provider" in the 2007 edition of "The Black Book of Outsourcing," an industry guide compiled annually by outsourcing gurus Doug Brown and Scott Wilson. The publication ranks the "Top 50 Best Managed Global Outsourcing Vendors" based on 26 measures of leadership excellence, including client satisfaction with senior management direction, leadership impact on outsourcing results, business transformation practices, client relations management, and indicators of C-level offi-

cer commitment.

[www.tmcnet.com/1105.1](http://www.tmcnet.com/1105.1)

### Genesys Adds Voxify's Automated Agents To Its Hosted And Managed Offerings

Contact center software provider Genesys ([news](#) - [alert](#)) has teamed up with Voxify, a provider of speech-enabled self-service solutions, to deliver Voxify's Automated Agents self-service speech applications on the Genesys Voice Platform. The service will be delivered alongside Genesys' hosted and managed services solutions. The deal means Genesys, an Alcatel-Lucent company, is now a premiere reseller of Voxify's Automated Agents solutions. Genesys will subcontract the application development and maintenance of Voxify applications and support them under its Professional Services application support model.

[www.tmcnet.com/1106.1](http://www.tmcnet.com/1106.1)

# Unified COMMUNICATIONS™

## Learn How Deploying Today's UC Solutions Can Help You

- Improve employee productivity and transform the way people communicate.
- Integrate communications into business processes.
- Simplify operations by connecting people and information more efficiently.
- Reduce capital expenditures





## Aspect Software Redefines Optimization

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

For many companies with thousands of call center agents, the concept of optimizing contact center performance is akin to optimizing the U.S. government. In either case, you must ask yourself how you know when you are truly optimized and the job is done.

If you pressed me, I would admit that optimizing a government is the more difficult task, so that's where we'll direct the focus.

In many call centers, there are silos of automation with manual processes between them. These manual processes, consisting of hand-assembled MS Word or Excel Documents, slow things down and are akin to Bondo on a race car. Sure, from the outside the car looks great, but if you look below the surface, the car is far from perfect.

You can imagine how happy I was to learn that Aspect Software ([www.aspect.com](http://www.aspect.com)) is committing tremendous resources to tackling the performance optimization problem, and the company has just launched a major initiative called PerformanceEdge which has the potential to truly revolutionize the contact center space.

Aspect Software is actually a melting pot of best-of-breed technologies such as inbound, outbound, customer service, workforce optimization and more. The number of acquisitions the company has executed in the past years is staggering, and Aspect has further distinguished itself by holding onto virtually all of its top management over the course of these many years.

Coincidentally, after I wrote the first draft of this article while at the Internet Telephony Conference & EXPO in Los Angeles, I happened to pick up a copy of the LA Times, and on the front page of the business section was an article detailing the invention of the ACD, which was accomplished by Rockwell International. As many readers will know, the call center division of this company became part of Aspect Software through acquisition.

Aspect has been analyzing contact centers quite closely as of late and they've noticed as transaction volumes increase, there tends to be a severe lack of forecasting and planning ability. In addition, they were seeing an increased

occurrence of reporting lags due to disparate systems that were never designed to work seamlessly as a cohesive whole. Multiple call centers make the problem incrementally worse at best and exponentially worse depending on what systems reside in said centers.

The above problems are perhaps summed up best by saying today's large contact centers are not able to fully support business processes. Because of this inability, top management in most organizations do not really understand or appreciate how important call centers are to their companies. In my opinion, real productivity begins when contact centers evolve to truly allow businesses to harness their full potential. Many contact centers are viewed as necessary costs. However, if they can live up to their full potential, they can be used more granularly and intelligently as they become strategic assets.

To achieve this lofty ambition, Aspect's PerformanceEdge synchronizes the complete breadth of customer service, collections, sales and telemarketing business processes with centralized management and reporting across various applications and sites. The software subsequently delivers unified administration, reporting and workflows, providing application navigation, simplified agent administration, single user log on, unified historical and real-time reporting and synchronized intraday operation and data sharing.

The goal, of course, is to make it easy for contact center managers to consider everything and act immediately, resulting in better operational efficiencies and agent effectiveness. This, in turn, allows companies to control costs, enhance service levels and align performance to support strategic goals.

Some of the capabilities of the PerformanceEdge suite are as follows:

- Workforce management: enables organizations to plan and manage the performance of inbound, blended and outbound staffing resources;
- Performance management: measures, analyzes and communicates performance results to continuously improve business processes and ensure they are aligned with business goals;

- Quality management: records, evaluates and analyzes agent interactions and captures real-time customer feedback to deliver insights into business issues and agent performance;
- Campaign management: optimizes outbound and blended campaign strategies and increases productive contacts by pinpointing best time-to-call;
- Coaching and e-learning: provides needs-based coaching capabilities as well as e-learning management and content authoring tools; and
- Speech analytics: automatically scrutinizes and reports on content, context, purpose and outcome of every recorded customer interaction.

PerformanceEdge is being rolled out by Aspect as a separate entity under the Aspect umbrella. Why? There are two reasons, in my opinion. The first is the solution works with a number of other companies' solutions, so the potential to partner with these other companies becomes greater if they aren't partnering with their direct competitor: Aspect. The second reason is a performance optimization solution will likely command a good premium as a separate publicly traded company or acquisition target if this is the route Aspect chooses to take in the future.

Obviously, this product rollout is a significant undertaking and is some of the biggest news in the contact center market at the moment. For the first time in a number of years, we are witnessing a true breakthrough in contact center technology.

Getting back to my initial question: Your contact center is optimized when it is able to rapidly respond to organizational needs and can be seamlessly integrated into business processes. Perhaps optimizing a call center is easier than I originally thought, so in my next article on the topic, I will explore how to do the same for our government.



By Penny Reynolds  
Contributing Editor, Customer Inter@ction Solutions

# The Hidden Costs Of Understaffing Your Call Center

If your call center is being asked to tighten its belt these days, you're not alone. Many businesses are feeling the effect of a slowed economy and all departments, including the call center, are being asked to make the most of resources.

Since about 75 percent of a call center's operating costs are related to staffing, that is generally the first place the call center manager looks to reduce costs. It is all too common to think of layoffs and reduction in staff as a way to respond to the call from senior management to save money. But before you write up the pink slips, make sure you understand the implications of staff reductions.

Let's assume that you're a fairly small call center with fewer than 50 agent seats. (If you're a larger center, you can view these numbers as representative of a specialized agent group within the bigger call center structure.) Most days, you're meeting your service goal of 30 seconds. The snapshot below indicates the staffing picture with varying numbers of staff during an hour in which you're getting 350 calls.

Number of Staff	Avg. Delay (ASA)	Staff Occupancy
30	298 sec	97%
31	107 sec	94%
32	54 sec	91%
33	30 sec	88%
34	18 sec	86%
35	11 sec	83%

Staffing with 33 "bodies in chairs" would enable you to meet the service goal fairly consistently. A strategy to decrease staff numbers to reduce costs would impact service direct-

ly. The loss of one person would worsen delays from 30 seconds to 54 seconds. Eliminating another person would double the wait to 107 seconds! And reducing staffing levels by three would result in an average delay of 298 seconds. So those callers accustomed to waiting for only half a minute in queue would now be waiting nearly five minutes!

Unfortunately, service isn't the only thing that suffers. With 33 staff in place to handle the call workload, agent occupancy (the measure of how busy staff are during the period of time they're logged in and available) is in an acceptable range at 88 percent. Taking one body away raises occupancy levels to 91 percent; taking two away results in 94 percent occupancy; and taking three away means staff would be busy 97 percent of the time during the hour. In other words, there would be only three percent of the hour (180 seconds) of "breathing room" between calls. Such a high level of occupancy cannot be maintained for long. The likely result will be longer handle times, longer periods spent in after-call work to "catch their breath," burnout and, ultimately, turnover.

There is another downside to consider from a cost perspective. The idea was to save money by eliminating staff. Assuming a wage

rate of \$20 per hour, then eliminating three staff would result in a savings of \$60 for that hour.

However, if your center is paying the phone bill by providing toll-free service for callers, the reduction in staff might be outweighed by the increased telephone costs associated with the longer delay times. In this example, with 33 staff in place the average delay is 30 seconds per call. Multiply that by 350 calls per hour and that's 10,500 seconds (or 175 minutes) of delay. If we apply a fully loaded telephone cost per minute to that usage of \$.05 per minute, that's \$8.75 for the queue time.

If we reduce the numbers to 30 staff, remember our average delay increases to 298 seconds of delay per call. Multiply that by 350 calls and that's 1,738 minutes of delay, priced at \$.05 for a total of \$86.90 for the queue time that hour. In other words, by eliminating three staff to save money, we've just increased our telephone bill by over \$78 for that hour! So, to save \$60 in wage costs by eliminating three positions, we've spent \$78 more in telephone costs — not to mention the detrimental effect on service and occupancy.

This example doesn't even take into account the likelihood of a longer call given the poorer-than-expected service levels. Customers would become irritated or abandon calls, staff would become overwhelmed with the extra work and telephone charges would likely increase even further.

The cost implications are even more dangerous in a revenue-producing center. If the value of a contact is \$50, and agent salaries are \$20 per hour, it is easy to see that putting another agent on the phone will pay for itself even if the agent answers only one call per hour that would otherwise have abandoned from the queue. But even if the value of the call is only \$5, there is clearly a trade-off in determining the staffing level that will produce the highest net bottom line. The return on appropriate staffing must be argued against budget constraints.

So, from three different perspectives — the customer (service delays), the agent (higher occupancy) and senior management (higher telephone costs and abandoned calls) — you can see that a simple staff reduction may not save you any money. In fact, it may cost you much more in terms of poor service, productivity and morale, and send you in the opposite direction on your bottom line than what you intended.

*Penny Reynolds is a Founding Partner of The Call Center School, a Nashville, Tennessee-based consulting and education company. She is the author of several call center management books, including Call Center Staffing — The Complete, Practical Guide to Workforce Management. Contact her at [penny.reynolds@thecall-centerschool.com](mailto:penny.reynolds@thecall-centerschool.com) or call 615-812-8410.*



Because every customer is “different”

## Improve your customer experiences through increased call center effectiveness with **ECHO™**

Call recording and review are the most effective and efficient ways to ensure your customers receive high quality treatment and accurate information. How your business manages customer “touch-points” will determine the overall success of your call center. **ECHO™** provides the vehicle for focused customer experience management through real-time monitoring and agent performance evaluations. These bundled applications along with Teleformix's industry experience make **ECHO™** the ideal recorder for any customer looking for a competitively priced, feature-rich recording solution. Based on IBM® hardware and software solutions, **ECHO™** includes System x™ hardware, Tivoli® Storage Manager, IBM Information Management Software, Rational WEB Developer and WebSphere® Application Server.



1-800-513-4000 • [www.teleformix.com](http://www.teleformix.com)

- Browser-based recording, quality monitoring and CRM platform
- Synchronized voice and screen recordings
- Screen Capture file footprint requires a total of only 1 - 2 Mb in size for the average four minute conversation, including audio and video
- “Over-the-shoulder” screen clarity • Screen Capture
- Unlimited scalability, Express and Cluster solutions
- Service Oriented Architecture
- Enterprise Integration Enablement

Teleformix

Teleformix™ is an IBM® Business Partner that has demonstrated success in delivering solutions to meet the needs of call center customers. ECHO runs on IBM on demand infrastructure including Tivoli® software, WebSphere®, System x™ and Linux®. This proven technology is tailored to address the business and IT needs of companies like yours. To find out how you can leverage IBM's on demand technology for success, visit: [www.ibm.com/software/data](http://www.ibm.com/software/data)

IBM, the IBM Business Partner emblem, Tivoli software, System x and WebSphere are trademarks or registered trademarks of International Business Machines Corporation in the United States, other countries, or both. Linux is a registered trademark of Linus Torvalds in the United States and other countries.







By Patrick Barnard  
Associate Editor, Customer Inter@ction Solutions

# The Remote Agent Model: Not Without Challenges

The remote agent model continues to gain traction in the contact center as companies are increasingly discovering the economic and operational advantages of home agents. A report from analyst firm Datamonitor predicts the number of home-based agents in the U.S. will increase by 37 percent per year over the next five years, reaching more than 224,000 agents by 2012. This is a conservative estimate. A 2006 report from IDC put the number of home agents in the U.S. at around 115,000, increasing to more than 300,000 by 2010. Other market researchers have estimated the current number of remote call center workers to be as high as 300,000 or 400,000 (of course, it all depends on your definition of “home agent”). While many companies are just now dabbling in remote agents, some embraced the model completely and offer 100 percent remote agent services.

Though the model is better suited to some industries than others, recent advancements in Web technology and contact center solutions (including VoIP and SIP) have made “homeshoring” a feasible and affordable option for businesses of all types and sizes. The combination of faster broadband and hosted software solutions has given rise to the “virtual contact center,” where all end points on the corporate network are equal, regardless of where they are located. As a result, a company can quickly deploy an IP network enabling remote agents to deliver any type of service (inbound, outbound or blended) and handle any type of contact (phone, e-mail, Web chat) just as if they were in the main center. Training can be delivered via e-learning solutions and performance can be monitored just as if the agent was in the main center.

Among its many advantages, the remote agent model means organizations don’t have to invest in the real estate and telecom infrastructure needed for a traditional call center. In addition, the ability to work from home provides greater flexibility in scheduling and responding to sudden spikes in call volume. With the remote agent model, a contact center manager or supervisor facing an unexpected increase in call volume can simply “activate” additional remote agents as needed — a process that can take place rapidly since the agents need only log in to their PCs to start working. Furthermore, research has shown that contact center agents who work from home tend to be more productive and enthusiastic, which in turn decreases expensive turnover. Yet another advantage is that remote agents tend to be older (40 on average) and therefore have more work experience and maturity than the typical 20-something call center agent.

The remote agent model, however, is not without its challenges, some of which are serious enough to threaten the model’s future growth. First, on the employee side, there is the

“scam” factor: Sure, the remote agent model lets companies break down geographic barriers and select from a nationwide pool of candidates, but there are so many “work-at-home scams” all over the Web that many people have become leery of even the legitimate offers. In fact, it’s estimated that for every legitimate work-at-home business opportunity, there are 40 bogus offers. Unfortunately, this is scaring away viable candidates who might otherwise make good home-based agents. Many of these people initially had a strong desire to work from home only to fall victim to scammers who took their money. As long as these scams persist, the pool of workers willing to consider home agent work might begin to shrink, putting limitations on the supply of qualified candidates.

On the employer side, there’s the matter of security: not necessarily network security, but the security of confidential customer information: credit card numbers and social security numbers. With the remote agent model, it’s more challenging to ensure that your agents are not copying and selling customer information for fraudulent uses.

Of course, these issues can be addressed. Many organizations are now taking measures to prove their legitimacy to job candidates up front so there’s less doubt on the prospective employee’s part that the offer is real. As far as security, there are several approaches being used, including installing live surveillance cameras at the agent’s remote office and using secure voice recognition systems, or “automated agents,” to handle transactions (without any human-to-human interaction).

Despite these potential pitfalls, companies all over are investigating the remote agent model and are testing it out.

“I think there’s going to be explosive growth,” said Mary Naylor, president and founder of VIPDesk, a provider of outsourced contact center services that uses remote agents exclusively. “I think we’ve touched only the tip of the iceberg. From what we’re hearing from the Fortune 1000 companies, there are all kinds of organizations that are either testing this out themselves or are looking to outsource with someone who is using remote agents. Many of them are sticking their toes in the water — even if they’re only taking 10 or 20 agents off the floor and trying it out.”

Regardless of challenges that lie ahead, it appears the industry is determined to make the remote agent model work, perhaps because, when done properly, the home agent model has such limitless potential, and technological innovation has a way of overcoming obstacles. This will certainly be a model to watch in the future.



# Adaptive

You need a wireless headset that works with you, not against you. The Sennheiser BW900 features Adaptive Intelligence for automatic, real-time audio adjustments that optimize call quality according to your personal preferences. The BW900 is ready for the dynamics of your contact center with seamless toggling between Bluetooth enabled mobile devices and your desktop phone and a range up to 300 ft.

[www.sennheiserusa.com/adapt](http://www.sennheiserusa.com/adapt)



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

# Sitel: Leading The Pack In Business Process Outsourcing

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.

For this installment of The Boardroom Report, Nadji Tehrani, Technology Marketing Corporation's founder, chairman and CEO, interviewed David Garner, president and CEO of Sitel, one of the largest contact center/business process outsourcing companies in the U.S. The company just recently announced that it has been rated "the most trusted contact center outsourcing company" in the U.S. according to survey results published in the 2007 edition of "The Black Book of Outsourcing." Compiled annually by outsourcing gurus Doug Brown and Scott Wilson, "The Black Book of Outsourcing" ranks the top 50 contact center outsourcing providers based on consistently high client satisfaction scores. Sitel placed first across multiple ranking criteria and received the number three call center outsourcer ranking overall.



David Garner

**NT: Please tell us about your company and type of business.**

**DG: Sitel ([news - alert](#))** is a leading global business process outsourcing (BPO) provider with revenues in

excess of \$1.7 billion. The company was formed by the January 2007 merger between ClientLogic and SITES Corp., two leading BPO providers.

We provide fully integrated customer care and back-office processing services that focus on delivering a significant return on customer investment to our clients. We accomplish this by reducing service costs, improving customer retention and increasing revenue per customer. The specific services we offer include customer care, customer acquisition, technical support, risk management and back-office processing.

Sitel employs more than 67,000 people in more than 145 facilities in 28 countries worldwide. We support 32 languages and

handle more than three million customer interactions every single day.

Our current client portfolio includes more than 450 companies from a wide variety of industries, including financial services, travel and tourism, retail, media and entertainment, telecommunications and wireless, healthcare, automotive, technology and many others. Some of our clients include Sony, ABN AMRO, DIRECTV, XM Satellite Radio, Toshiba, Hewlett Packard, EarthLink, Virgin Mobile and National Geographic Television.

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

**DG:** Companies in our industry need to be more keenly aware of clients' expectations. In the early days, success was defined as simply meeting key performance indicators and adhering to predefined metrics. Today, it is critical that service providers deliver value beyond mere metrics to be seen as a synergistic partner and not as a dispensable vendor. It is important for BPOs to leverage their expertise to customize their services so they align accurately with clients' individual business objec-

tives. At Sitel, we are consistently making strides to elevate our industry, and a critical component to accomplishing this is listening to and working with clients to set performance evaluation parameters rather than simply telling them how success should be determined.

**NT: Tell us about new developments in your company.**

**DG:** The most significant event in our company's history took place in January of 2007 when ClientLogic merged with SITES Corp. This was a tremendous development not only for our company, but for the entire industry. The merger positioned us to be the leading provider of business process outsourcing services, a designation that carries tremendous obligation and responsibility. The seamless integration of the two companies is essential to demonstrate the positive evolution of our industry. As such, we have placed great emphasis and focus on the integration process to yield a positive impact on efficiencies and process improvements without disrupting associates and clients. We look forward to the next series of developments that will undoubtedly gen-



erate great opportunities for Sitel, our clients and the entire industry.

**NT: What would be the impact of those developments on the bottom line?**

**DG:** The merger, of course, dramatically impacted our financial bottom line as ClientLogic's revenues were instantly tripled. The combined assets of the company rival any in the industry, solidifying Sitel's place as the leader in this industry. But the impact of this merger goes beyond dollars and cents. As I mentioned before, we are committed to elevating the perception and role of the service provider in today's global marketplace, and the success of this merger is essential to validating the industry's maturity. We must ensure that we are constantly seeking ways to enhance all the offerings in our service portfolio. We also have a responsibility to bring a focus on the customer experience to all levels within a given organization. The new Sitel is dedicated to making substantial investments in its clients, and the successful delivery of our services will have a tremendous impact — both financial and otherwise — on the entire industry.

**NT: What is your vision for the future of our industry?**

**DG:** As with most industries, the future of ours will bring some challenges, but it will also present tremendous opportunities for Sitel and other service providers. One trend we are starting to see and that will surely continue is that companies in all industries will demand that their outsourcing partners execute multiple services while meeting specific performance requirements, keeping costs low and adding value beyond the core offerings. While this may seem like a tall order, it is certainly achievable as long as the outsourcing industry evolves with this trend. As the leading provider of business process outsourcing services, Sitel is well positioned to take advantage of these opportunities. We are committed to setting the bar when it comes to providing efficient, dependable and predictable customer experiences. We are also at the forefront of how to best provide additional services — including sales,

cross-sales, upsells, retention, relationship expansion and customer longevity — beyond traditional customer support.

**NT: In your view, what is the significance of the trend toward remote or home-based agents in the customer service industry?**

**DG:** Not long ago, the use of home-based associates was a revolutionary breakthrough in the customer service industry. Now, this model can be rolled into an effective overall outsourcing strategy. For Sitel, offering home-based associates as an option is an example of how we work with our clients to customize the best solutions portfolio to meet their specific goals. This supports our "right-shore" mantra — the premise that no two clients are alike and therefore, strategies and campaigns should be customized to meet individual goals and financial objectives.

---

### **For Sitel, offering home-based associates as an option is an example of how we work with our clients to customize the best solutions portfolio to meet their specific goals.**

---

**NT: What is the significance of the trend toward offshoring in the customer interaction industry?**

**DG:** Offshoring is a vital component of Sitel's business as well as the entire outsourcing/contact center industry. However, it is important for companies in our industry to realize that this no longer involves simply choosing the most inexpensive location. As I mentioned earlier, there are many criteria organizations consider when selecting a service provider. While reduced cost is still a top priority, businesses look for other factors, including the ability to add value beyond the core services to maximize return on customer investment.

This must be taken into consideration when selecting the right blend of geographical locations that meet a specific client's needs, and serves as the basis for Sitel's "right-shore" strategy. At the onset of a partnership — and throughout the life of the contract — we evaluate a client's overall business objectives, budget and performance requirements to customize our recommendations for how they can maximize their investment with us. For example, for a U.S. company, this may include a combination of offshore (India, Philippines), near shore (Latin America) and/or onshore (U.S., Canada) facilities. Different locations have certain advantages, and we are continuously assessing what precisely these advantages are and how each geography (and every individual contact center therein) can benefit our clients.

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

**DG:** Sitel's core competency is our ability to effectively manage every stage of the customer lifecycle — including revenue generation, customer care, retention, technical support, collections and back-office processing. Our service offerings in each of these areas are predicated on meeting a single prevailing objective: to ensure that every interaction is an exceptional experience for every one of our clients' customers.

Each of our core services can be customized for specific industries as well as for individual clients, enabling us to respond to unique demands and opportunities that may present themselves. Our services and our commitment to the customer experience manifest themselves as tangible benefits for our clients, which is the best measure of our success within these competencies. A few of these benefits include increased revenue-per-customer, improved brand image and enhanced customer satisfaction and loyalty, and an overall deeper insight into customer behavior.

**NT: What is your company's positioning statement?**

**DG:** The merger of ClientLogic and SITEL, Corp. that created the new Sitel

was not simply about combining two great companies to form a larger one, but rather, it was about leveraging two leaders to establish the industry standard for service providers. So, we are very forthcoming about our assertion that Sitel is the world's leading provider of business process outsourcing services.

To make sure that we hold true to this position, we are consistently developing and executing strategies that demonstrate how the right service provider can be a tremendous asset to any organization. We want to position Sitel as a strategic partner for our clients, not simply a vendor, as we are able to leverage our expertise and experience to add value for our clients that extends beyond the financial bottom line.

We firmly believe that a client's investment in a service provider must be matched by the provider's investment in the client's customers and its overall business objectives. This is the only way to ensure the

partnership is successful and both client and provider can enjoy long-term benefits.

**NT:** How do you differentiate your company?

**DG:** Our standing as the industry leader is only as strong as our ability to demonstrate this position through real, results-oriented initiatives. Therefore, our most significant competitive differentiators include the ways in which we execute our service offerings and how we incorporate clients' business objectives into our day-to-day operations.

One example is our extremely successful relationship management organization. This program is exclusive to Sitel, and our relationship managers (RMs) are dedicated to developing and executing thought-leadership campaigns for our clients that increase revenue per customer, generate marketing strategies, boost overall client profitability and improve customer satisfaction and retention. Each of our RMs is devoted to identi-

fying tangible initiatives for their clients as part of their continued commitment to the customer experience that I discussed previously. The benefits that our clients receive from their RMs are unlike anything any other service provider can offer.

In addition to the RM organization, another key differentiator is our ability to integrate all aspects of a client's brand and business goals into day-to-day contact center operations. Building a positive brand identity is essential to creating an affinity with customers, and the contact center can be particularly effective in this process. We go to great lengths to infuse not only a client's brand, but also its overall company culture into our contact centers. This ability to demonstrate a shared vision and objective for growing a client's brand sets us apart and helps Sitel elevate the message that a service provider can truly be a strategic, integrated, mutually beneficial long-term partner.

**NT:** Thank you for your time!



## the voice of the customer: listen, learn, respond.

Your customers are telling you everything you need to know to improve their experiences.

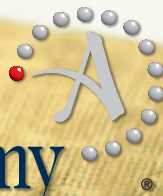
Envision can help you put it all together.

It's one thing to hear what your customers are saying; it's another to really listen. The Envision Performance Suite™ provides the tools you need to gather, evaluate, and respond to optimize your customers' experiences. eLearning, quality monitoring, workforce and performance management. Better customer insight. Our unified workforce optimization software is powerful, flexible, seamless and easy to use. Whatever your customers are asking for, we can help you give them what they need.



To learn more give us a call at 206.225.0800 ext. 500 or visit [www.envisioninc.com](http://www.envisioninc.com). Download a free whitepaper by Frost & Sullivan titled *The Customer Service Optimization Cycle* at [www.envisioninc.com/whitepaper](http://www.envisioninc.com/whitepaper).





Autonomy  
etalk

Are your customers giving you gifts you just can't open?

Autonomy etalk surpasses traditional approaches to call center automation by understanding the meaning hidden inside customer conversations and emails. Our Intelligent Contact Center solutions automate the capturing, analysis and sharing of valuable customer information. An industry leader with a \$2.5 billion market cap, Autonomy might just be your biggest surprise.

With **Autonomy etalk** you'll be able to appreciate their pearls of wisdom.

Find out how Autonomy etalk can help you find your jewels of information by visiting us at [www.etalk.com](http://www.etalk.com) or call us at 800.835.6357



# Going Mobile With CRM: Six Experts Offer Guidance

If you have a mobile workforce, chances are it is a vital part of your business. Now that the vast majority of mobile devices can access the Internet, it's no surprise that a growing number of companies are looking to mobile CRM to increase the productivity of their mobile workers, streamline business operations and boost customer satisfaction.

Simply put, mobile CRM means workers have access to company CRM, enterprise resource planning, salesforce automation or other back-office software such as order management and accounts receivable through their browser-based mobile devices (BlackBerry, Palm, iPhone, etc.). This marriage of CRM software and the mobile network is possible through the advent of high-speed mobile Internet access and hosted software, or software-as-a-service (SaaS). Though only a small percentage of companies are using mobile CRM (and many of those only on a limited basis), the ones that are using it have reported

mobile CRM, by 2011, up from an estimated \$3.8 billion this year.

Mobile CRM brings many advantages to an organization, some of which are yet to be discovered. Suffice it to say that it does much more than enable mobile access to e-mail and text messaging. This is about access to real data, and the ability to manipulate it in real time, as well as the ability to conduct transactions remotely.

With mobile CRM, changes and updates made in the field can take effect in real time (or near real time) on the servers at the central office. This "virtualization" of the company network means business information can be seamlessly shared across all channels, mobile or otherwise — a huge leap forward compared to the clunky interfaces of the not-too-distant past. With mobile CRM, workers can share documents and have full access to their companies' CRM or ERP system while they're in the field or at home. Plus, depending on the software being used, management can get centralized, Web-based "dashboard" views of business activity and do real-time analyses of the information. In most cases, mobile workers don't have to perform additional operations or follow-up work upon returning to the office: It's just as if they had their office PCs with them the whole time.

But mobile CRM isn't just about improving internal processes, it's also about improving the customer experi-

ence. When a mobile worker is doing business with a customer, it helps tremendously if that worker has all of the customer's information, past and present, right at his or her fingertips. The ability to, for example, get the status of an order, see past buying trends, get the model number of the last item purchased, or find out if a particular part is available at the warehouse, while the customer is there watching, leads to a much more satisfying sales experience and, as a result, greater customer loyalty.

How do today's mobile CRM solutions work? What other advantages do they bring to organizations? What are the main considerations to keep in mind when selecting a mobile CRM solution? What features or capabilities should companies look for? Can an older CRM solution be modified to "go mobile?" To find out, *Customer Interaction Solutions* interviewed executives at some of the top companies working in the mobile CRM realm: Michael Rich, senior product marketing manager at Microsoft; Mark Krieger, vice president of development for Numara Software; Guy Waterman, senior director of mobile CRM products at Oracle; Kris Brannock, VP of corporate development, Vertical Solutions, Inc.; Jay O'Connor, senior VP of worldwide marketing for NetSuite; and Chuck Dietrich, VP of Salesforce Mobile. What follows are selected responses to our questions.

**Mobile CRM makes customers happier, because their provider has the right answers, and it makes providers happier because they can dramatically boost efficiency and effectiveness while capturing valuable customer information.**

great success, and it appears to be a market segment poised for rapid growth, in part because it's now within reach of the profitable small to medium-sized business (SMB) market segment. Recent research from Compass Intelligence LLC suggests that businesses in the U.S. will spend roughly \$9 billion on mobile applications, including



**If you have a mobile workforce, what are the key benefits of implementing a mobile CRM solution?**

**Kris Brannock, Vertical Solutions:** "Mobile CRM apps are invaluable for companies that must take their support to their customers, such as in field service. Time is of the essence, not only in terms of customer satisfaction, but also in terms of efficient use of company resources. Mobile CRM enables companies to streamline the process of providing on-site technicians with the right tools, information and parts they need to perform a fix. Techs can tap into online schematics, tutorials and manuals to ease their troubleshooting and speed repairs; they can gather warranty and contract information instantaneously; and can provide customer information back to corporate in real time. Mobile CRM makes customers happier, because their provider has the right answers, and it makes providers happier because they can dramatically boost efficiency and effectiveness while capturing valuable customer

information. In almost every case, there are positive, tangible ROI statistics once mobile technology is deployed in the field."

**Guy Waterman, Oracle:** "Key benefits of our mobile CRM solutions include access to up-to-date enterprise sales and service, customer and product information, anytime, anywhere;

---

**In almost every case, there are positive, tangible ROI statistics once mobile technology is deployed in the field.**

---

deployment options for wireless, handheld, tablet or laptop PCs allow the user to choose the device and application that are best suited to his needs; lower costs, higher customer satisfaction and increased revenue from

improved sales and service representative productivity; industry-leading mobile applications tailored to meet the requirements of a broad range of industries; improved IT operations with the ability to configure business rules once and deploy everywhere across multiple mobile platforms using Siebel Tools; and patented, scalable synchronization technology to ensure fast, easy and robust data sharing across the enterprise for mobile workers."

**When's the right time in the CRM selection process to start looking for mobile tools?**

**Jay O'Connor, NetSuite:** "As soon as you have a distributed sales force, a field service staff or any employees who travel out of the office and need a wireless means of accessing their customer or transactional data. It should be a key part of your buying decision. First you should consider whether the tool meets your most fundamental needs: Does it provide anytime, anywhere access? Is it an integrated system? Is it easy to use? Can you grow and scale with the tool?

Can you afford it? How much will your business benefit from this tool in terms of increased sales/increased productivity and efficiency/reduced cost/better decision-making ability?"

**Michael Rich, Microsoft:** "Definitely look at mobile tools and capabilities before selecting a CRM product, even if you don't think you'll use it at the current time. It's important to plan ahead and find out how much it could cost before you realize it's needed."

**What are the two or three most important ways CRM must be modified for mobile usage?**

**Mark Krieger, Numara Software:** "For those customers who want a real Web interface, there are two methodologies: Either you buy an interface through a third party or you do it yourself. There are a lot of products out there that will take my existing Web pages and run them through a filter, and they'll let the customer know that, if you're coming to the Web site, and you're coming from a BlackBerry or a Palm or an iPhone, don't go to this site, go to this slightly different site, and the third party will actually filter my pages. The key advantage to this method is that there's no programming effort on the customer's part, or on the OEM's part."

The other way to do it is to modify your CRM program yourself, so that it knows when the user is coming from a small browser. There's a browser variable that gets passed, so it knows, on my Footprints server, that a BlackBerry user is asking to connect, so it can render a different [sized] page than it would for a PC screen. That approach typically means you have to have a programmer work on it for months, or perhaps even years — but when I'm done, I own it completely and I have control over it. And my customer gets the benefit of not having to go through some third party — and me paying fees or my customers paying fees based on that contract."

**Kris Brannock, Vertical Solutions:** "Typically, there are three primary ways companies view mobile usage in the field. The CRM system must work in an "online" mode, an "offline" mode and a blended "online/offline" mode. The technical differences when creating a mobile application are significant. Dependencies such as mobile coverage and critical data access play a large role in the decision-making process. The benefit of online-only access is that it's the easiest to create and deploy if your engineers typically have mobile coverage. Offline mobile options work well in environments where online access is intermittent. The advantages of a blended mode offer the best of both worlds. Therefore, finding a vendor that meets your specific requirements is key from the very beginning of a search."

**Chuck Dietrich, Salesforce Mobile:** "The key to a successful deployment of any mobile application is giving the mobile users access to the data they need in the field and not flooding them with non-essential data. A good business process review is a great step in identifying the correct data set. Our Salesforce Mobile product gives customers two options for selecting the correct data to mobilize. One, via a simple point-and-click Web-based administrative interface, a Salesforce admin can configure data filters for each type of mobile user. Second, the mobile user can easily run a search from the device for any Salesforce record. These records become marked and over time the user has constructed his or her own mobile data set."


**What are the main considerations you think companies should be aware of when selecting mobile CRM?**

**Jay O'Connor, NetSuite:** "We don't think that CRM applications should require modification to support the mobile workforce. However, we do think that planning for your mobile device integration does take some thought. Here are what we think are some top points to remember in creating a mobile workforce:

- Good mobile integration is a business tool, not just a communication mechanism. It is a way for your teams in the field to always have access to up-to-date customer data and to be able to address customer requirements at the point of interaction.
- Business data security cannot be compromised. Like any other computer access, you want to ensure that security is provided for users of mobile devices.
- 360-degree customer data is essential. The mobile sales team needs to be able to reliably see the most recent data on the customer — including the products or services purchased, the status of deliveries or returns to that customer, any problems or issues raised by the customer, and the status of his accounts.
- Availability-to-promise is a mobile requirement. Remote sales people need to be able to look into stock and tell if the item the customer wants is available. Likewise, field service personnel need to know if a part is in stock, on order, or at another depot location.
- Enable transactions. The empowered mobile workforce needs more than just data access: it needs the ability to conduct business from any location. The ability to place an order, close a deal, update a support record, post time against a project — done remotely through a wireless device — can shorten the lead-to-cash cycle, improve customer satisfaction and result in increased accuracy."

**Michael Rich, Microsoft:** "Plan ahead and prepare for growth. Choose a product and vendor that will not only allow you to tailor the CRM product to your needs, but will be flexible and can alter specifications as your business changes. In addition, companies need to ask more questions about start-up and add-on fees for CRM services. We've heard of other companies charging an additional 50 percent or more on top of fees quote per user."





DEGREE IN COMMUNICATIONS  
SPEAKS THREE LANGUAGES  
DREAMS OF CONQUERING EVEREST

The things that make our candidates unique also make them uniquely qualified. That's why at Aerotek, we take the time to really know the people we place. To find the person behind the resume. We already know they can do the job, but are they the right match for the position? We need to know. Because at Aerotek, we only send one perfect candidate to fill one perfect opportunity. *People. Fit. Perfectly.®*

Offices Nationwide. 866.915.3494 [www.aerotek.com](http://www.aerotek.com)

**AEROTEK**  
Professional  
Services  
Career Placement Specialists™

Aerotek Commercial Staffing Aerotek Aviation Aerotek CE Aerotek E&E Aerotek Energy Services Aerotek Automotive Aerotek Scientific Aerotek Professional Services Inprax

**What would the mobile CRM tool that comes to dominate the mobile space do that the others didn't do?**

**Guy Waterman, Oracle:** "It should support multiple device platforms (laptop, PDA, smart phone) from a single development environment without having to manage multiple instances for each platform; allow for alignment of the data models and business processes; deliver error handling for incompatible transactions; upgrade support between the various platforms; and offer the ability to connect to multiple enterprise data sources yet render in a single mobile platform without the user really knowing that the data reside in different systems on the server."

**Chuck Dietrich, Salesforce Mobile:** "Ultimately, the CRM tool that will come to dominate the mobile space will be differentiated by its ease in use. Companies are always going to focus on the top handful of activities that sales and service reps need to do their jobs effectively: account and contact lookups, deal or case information and follow-up activities. Although most mobile device CRM applications can do much more than just serve as an on-demand database, keeping it simple ensures that users can quickly and easily access core functionality without getting bogged down by extraneous bells and whistles. In the same sense, the mobile tool of the future should also extend beyond CRM so that companies can extract additional value out of their mobile CRM deployment by extending access into these other areas, such as inventory, order and time management and expense tracking."

**What features do mobile users ask for the most?**

**Guy Waterman, Oracle:** "Configurability; a rich Internet application experience; the ability to integrate to other services available on the Internet (i.e., mapping software, searches, look ups); and compatibility and capability of the desktop solution on the PDA or smart phone."

**Kris Brannock, Vertical Solutions:** "It's easy to get hung up on demanding features such as Bluetooth capability or continuous real-time connectivity and lose sight of the long-term focus of continuous process improvement. Rather than demand specific features, users must focus on benefits: what application will enable them to get the information they need to perform at peak efficiency while boosting customer satisfaction? What tools will enable them two-way access to corporate databases, both to receive and enter customer information? What functionality can be deployed quickly and what will drag implementation out for months or years? How much ROI will be wasted while companies wait, and can they better achieve benefits by building a chain of modular, achievable successes?"

**What are the two or three most common mistakes companies make when selecting mobile CRM solutions?**

---

**Although most mobile device CRM applications can do much more than just serve as an on-demand database, keeping it simple ensures that users can quickly and easily access core functionality without getting bogged down by extraneous bells and whistles.**

---

**Mark Krieger, Numara Software:** "The good thing about our FootPrints product is that all administration is delivered through Web screens, which means no programming. So one mistake that a customer might make in general would be to purchase a CRM tool where you have to bring in the programming troops and go through months of consulting before you can have it up and running. And that goes for the base product and a handheld interface. And that's one of the reasons I think Salesforce has been so successful. They have a sales tool that a human

being can use, without years of programming and training."

**Chuck Dietrich, Salesforce Mobile:** "Too often, companies selecting a CRM solution are often thrown off track by vendors leading the selection process. This leaves most companies with a CRM solution that has unnecessary and complex features that they may never use, making management more difficult and costly. To avoid this, define your rationale for installing a system up front before you begin discussion with vendors. Make sure that the user community is at the center of defining your requirements. If you are looking to improve how everyday employees collaborate and share information, your primary concern should be usability and achieving high adoption. If you need greater control over complex, regulatory-driven processes, you may want to focus on a long checklist of features. The solution you choose in the former case should look very different from the one you pick in the latter. It's easy for vendors to feel that they know what is right for users but the reality is that the users are better at defining what they want and what they don't want. Additionally, many other mobile solutions require significant custom development work that results in hidden start up costs and time delays."

The full interview with each vendor will be published on TMCnet ([www.tmcnet.com](http://www.tmcnet.com)) following the printing of this edition of *Customer Interaction Solutions*.

For more information about the mobile CRM solutions offered by the companies interviewed for this article, please visit their respective Web sites:

[www.salesforce.com](http://www.salesforce.com)  
[www.microsoft.com](http://www.microsoft.com)  
[www.numara.com](http://www.numara.com)  
[www.netsuite.com](http://www.netsuite.com)  
[www.verticalsolutions.com](http://www.verticalsolutions.com)  
[www.oracle.com](http://www.oracle.com)





## Why buy the cow when you just need the milk?

Now you can get all the advantages of the most advanced call center workforce management software available. Without buying the software.

**Monet WFM OnDemand™** delivers the powerful management tools only offered by the award-winning Monet solution. As well as key advantages only hosted systems can offer.

Advantages that include slashing upfront costs. Achieving the efficiencies of WFM in hours, not days or weeks. Reducing operating costs and IT infrastructure requirements. And getting new features and functionality immediately, at no additional cost.

So when you're ready to accurately forecast call volume and timing, schedule by skills and experience, manage special days or day parts, develop individualized shifts and schedules – and more – you're ready. With no installation, no capital investment, no new IT resources.

**For a limited time you can try WFM OnDemand – risk-free – for 60 days\***

Find out how you can get the most powerful, most popular, call center management solution whenever and wherever you need it.

Call (310) 207-6800.



# Monet

*WFM OnDemand™*

\*Risk free Trial includes 60 days of Left Bank Solutions, Inc. Monet WFM OnDemand service for qualified customers willing to sign 12 month service contracts. At the end of 60 days, customers may cancel the service at no cost or continue using the service by paying for the 60 day trial service period and commencing with payments for the remaining 10 months plus any start-up fees. For full description and details, visit [www.leftbanksolutions.com/trialoffer](http://www.leftbanksolutions.com/trialoffer).

Dealer and VAR inquiries welcome. Monet is a copyrighted software program. Left Bank Solutions, Inc. offers a complete suite of world-class Workforce Management, Quality Assurance, and Performance Management solutions. © 2007 Left Bank Solutions, Inc. All rights reserved. Left Bank Solutions, Monet, WFM OnDemand and The Art of Workforce Optimization are registered trademarks.





A Special Editorial Series Sponsored By Plantronics, Inc.

# Sound Choices: Selecting The Best Headset Solution For Your Contact Center

By Joe McGrogan, Plantronics, Inc.

Since 1961, when a pilot in Santa Cruz, California conceived of an alternative to the bulky headphones of the day, lightweight communications headsets have been making people more comfortable and more productive everywhere from outer space to office space. In busy contact center environments, headsets have become indispensable tools, as they increase productivity by delivering sound that is clearer and more natural than any other option. Headsets also free employees' hands, making it possible to talk and listen while typing on keyboards, handling files or taking notes.

But not all headsets are created equal, and making the right choice is critical because contact centers require headsets with superior comfort and sound innovation. It also pays to choose a headset from a manufacturer with a proven track record of reliability, service and support.

## Treble: Music To Your Agents' Ears

People have become accustomed to technology getting better. Today's cars last longer and run better than ever.

Computers are faster and more user friendly. More features and better performance come in ever-smaller handheld electronics products. Unfortunately, this has not been the case with audio quality over telecommunication networks. The proliferation of mobile phones, voice over IP and other network variables has made audio quality increasingly unreliable and, as a result, the critical high-frequency signals in calls can often be lost.

Giving up these treble-like high-frequency sounds represents a big loss for contact center operators because it limits intelligibility and makes the audio sound muffled. This makes the agent listening prone to repetitions and data input errors, decreasing customer satisfaction and aggravating the agent.

How do you make up for the variable audio quality due to the jumble of sources on today's networks? Pick a headset design that will compensate for the loss of high frequencies. Trouble is, this can be a tricky choice because as consumers we have become trained to think of speakers and headphones that emphasize the "bass" as having better audio quality. Commercial headsets that rely on this consumer sound may sound better at first listen. But, in fact, an emphasis on the bass range will cause problems in contact center applications, where intelligibility is critical. For example, operators will have to strain to hear the so-called fricatives. These are the S, F, Z, V sounds that mainly come through at higher audio frequencies.

So be wary of the bass-sounding headsets from consumer audio makers. Testing different headsets side-by-side over several shifts with real-world calls will demonstrate how the high frequen-





cy boost that Plantronics uses to compensate for poorer quality landline and mobile calls — with their diminished initial loudness — will eliminate operator fatigue and errors. This improves customer satisfaction while also helping companies retain agents.

### **An Obsession With Ears**

As a dedicated maker of telephone headsets, Plantronics conducts the industry's most comprehensive research into the human ear. The result is the perfect headset for every ear for less fatigue and superior comfort. This added comfort not only boosts productivity but it also

translates into a smiling face on the other end of the phone line, which always boosts customer satisfaction.

### **A Dedication To Reliability**

Contact centers are stressful environments where agents can be tough on their equipment, so the reliability of headsets affects uptime, productivity, ROI and daily operating costs. Plantronics engineers draw on over 40 years of field performance data to ensure the highest standards of quality and reliability. On top of this, only Plantronics headsets are manufactured entirely in ISO 9000-certified plants. Plantronics also works closely with

the world's leading telephone equipment makers to tune its headsets to work reliably with their phones.

So when choosing a headset, make a side-by-side comparison of audio performance, comfort and reliability. You'll discover why the majority of contact centers worldwide rely on Plantronics headsets and accessories for superior sound innovation, reliability, and service and support.

*Joe McGrogan is Director of Marketing, B2B Solutions, for Plantronics, Inc. ([www.plantronics.com](http://www.plantronics.com)).*

## **Alleviating Headset Headaches**

*By Tracey E. Schelmetic, Editorial Director, Customer Interaction Solutions*

Every time I visit a call center floor and tour the facilities with the manager, I ask about the challenges of running that call center. In my early days in this industry, I expected to hear that the biggest headaches were people-related: turnover, bad attitudes, distractions. But hands down, the one word I know I can utter to get a manager hot under the collar and grumbling is "headsets."

It's a common (and very erroneous) perception among executives who are responsible for call center operations but who have never managed a call center floor that any headset will do, and that spending any time or money at all on the subject is a waste. The unfortunate reality is that substandard headsets break, wear out, cause user fatigue or injury and, regardless of the nature of the problem, cause call center managers to waste far, far too much time trying to solve equipment problems.

"You would be stunned at how much time I spend worrying about headsets," one call center manager told me. At this particular facility, executives had run with the lowest bidder, and it showed. The call center manager spent fully a

---

**Think of all the expensive  
real estate space you'll save  
if you could get rid of the  
"dead headset graveyard."  
Install a cappuccino machine  
in its place, and you'll make  
your newly happy agents  
even happier.**

---

quarter of her time trying to get return authorization numbers for broken headsets from the manufacturer. She showed me the "dead headset graveyard" bin in the building's stairwell — the place where broken or otherwise non-functional headsets went to die and await

return to the manufacturer IF that manufacturer's warranty was up to par which, more often than not, it wasn't.

I'm often amazed at the ripple effect that seemingly small details can generate. Just as a piece of software that shaves five seconds off each phone call can, when multiplied by hundreds of thousands of calls, save a company millions of dollars in the long run (though at first glance a budget-minded executive might think five seconds is not worth consideration), a reliable headset can have a ripple effect that can run forwards and positively affect your customer satisfaction while simultaneously traveling backwards and positively affecting your agent performance and retention.

And think of all the expensive real estate space you'll save if you could get rid of the "dead headset graveyard." Install a cappuccino machine in its place, and you'll make your newly happy agents even happier.

*The author may be reached at [tschelmetic@tmcnet.com](mailto:tschelmetic@tmcnet.com)*

# The Workforce Optimization Roundup

The contact center has, since its inception, been tasked with delivering effective communications while also meeting business goals. To achieve this, contact centers have constantly sought solutions to streamline and enhance their operations.

Some vendors offer solutions that schedule and plan to increase efficiency and productivity — some offer solutions to enhance training and quality.

Today, as the contact center increases in significance for business success, a more streamlined approach to incorporating these solutions has emerged.

Bringing together traditional technologies to unify systems and processes is workforce optimization.

Workforce optimization typically combines the offerings call centers have lever-

aged to achieve success, and integrates them to work seamlessly with one another to effectively deliver on their goals.

Through workforce optimization solutions, contact centers have a better view and more control over their workforce.

To aid contact centers in leveraging their full potential, workforce optimization solutions make use of workforce management, performance management, coaching and e-learning for enhanced productivity, effective scheduling and an empowered workforce as well as workforce analytics, call recording and quality

monitoring to improve the processes and overall quality of their entire operations.

By bringing these functionalities together, synching business processes with management and reporting applications, and driving change while promoting success, workforce optimization solutions have fast become widely accepted.

The following is a “roundup” of companies offering workforce optimization solutions that deliver on the promise of harnessing a contact center’s full potential. For more information about the companies and their offerings, please visit their Web sites.

<b>Altigen</b> <a href="http://www.altigen.com">www.altigen.com</a>	<b>Cognos</b> <a href="http://www.cognos.com">www.cognos.com</a>	<b>Kronos</b> <a href="http://www.kronos.com">www.kronos.com</a>	<b>Symon</b> <a href="http://www.symon.com">www.symon.com</a>
<b>Amcat</b> <a href="http://www.amcat.com">www.amcat.com</a>	<b>Data Collection Resources</b> <a href="http://www.monitoringmadeeasy.com">www.monitoringmadeeasy.com</a>	<b>Left Bank Solutions</b> <a href="http://www.leftbanksolutions.com">www.leftbanksolutions.com</a>	<b>Taleo</b> <a href="http://www.taleo.com">www.taleo.com</a>
<b>Aspect Software</b> <a href="http://www.aspect.com">www.aspect.com</a>	<b>Envision</b> <a href="http://www.envisioninc.com">www.envisioninc.com</a>	<b>Merced Systems</b> <a href="http://www.mercedsystems.com">www.mercedsystems.com</a>	<b>TeleDirect</b> <a href="http://www.tdirect.com">www.tdirect.com</a>
<b>Autonomy etalk</b> <a href="http://www.etal.com">www.etal.com</a>	<b>Infor</b> <a href="http://www.infor.com">www.infor.com</a>	<b>NICE Systems/IEX</b> <a href="http://www.nice.com">www.nice.com</a> and <a href="http://www.iex.com">www.iex.com</a>	<b>Telrex</b> <a href="http://www.telrex.com">www.telrex.com</a>
<b>Calabrio</b> <a href="http://www.calabrio.com">www.calabrio.com</a>	<b>Interactive Intelligence</b> <a href="http://www.inin.com">www.inin.com</a>	<b>Oaisys</b> <a href="http://www.oaisys.com">www.oaisys.com</a>	<b>UCN</b> <a href="http://www.ucn.net">www.ucn.net</a>
<b>Cambridge Technology Enterprises</b> <a href="http://www.ctepl.com">www.ctepl.com</a>	<b>InVision Software</b> <a href="http://www.invisionwfm.com">www.invisionwfm.com</a>	<b>Oracle</b> <a href="http://www.oracle.com">www.oracle.com</a>	<b>Verint Witness Actionable Solutions</b> <a href="http://www.verint.com">www.verint.com</a>
<b>Celayix Software</b> <a href="http://www.celayix.com">www.celayix.com</a>	<b>ISC</b> <a href="http://www.isc.com">www.isc.com</a>	<b>Pipkins</b> <a href="http://www.pipkins.com">www.pipkins.com</a>	<b>Voice Print International (VPI)</b> <a href="http://www.vpi-corp.com">www.vpi-corp.com</a>
<b>Cisco</b> <a href="http://www.cisco.com">www.cisco.com</a>	<b>Jacada</b> <a href="http://www.jacada.com">www.jacada.com</a>	<b>SAP</b> <a href="http://www.sap.com">www.sap.com</a>	





## **NetOp OnDemand<sup>®</sup>**

**NetOp On Demand** provides a fast, secure method to perform remote control, file transfer and chat, over the Internet, without pre-installing software or reconfiguring firewalls. Thousands of concurrent sessions can be run simultaneously, at the most secure 256-bit encryption level. Best of all, NetOp On Demand doesn't leave a footprint - when the help desk session is completed, it deletes itself from the user's computer.

- No pre-installed software is needed
- Doesn't leave a footprint
- 256-bit AES encryption, securing all sessions
- Firewall friendly
- Internet based HTTP communication

For more information, contact us and mention promotional code: CIS7.

**[www.NetOpTech.com](http://www.NetOpTech.com)**  
**1-866-907-2971**



**see** way beyond “responses”

**see** your next move clearly

 **ci** for yourself ...

## **Vovici [vo-vee-see] – the future of online surveys**

Traditional surveys offer only retrospective, point-in-time snapshots.

Vovici provides online survey tools and services that help organizations of all sizes turn feedback into immediately actionable intelligence that guides business decision-making. From customer and employee satisfaction to market research, Vovici puts true Enterprise Feedback Management (EFM) within your reach.

**Visit [Vovici.com](http://Vovici.com) or call 1.800.787.8755 to learn more.**

WebSurveyor – Perseus – Raosoft are **now**

 **vovici**<sup>TM</sup>  
Feedback that drives vision.<sup>TM</sup>

# The Market Researcher: finally back in the loop

Vovici's new EFM Community MR application helps market research professionals regain control of the survey and feedback cycle.

Although today's easy-to-use, one-off online survey tools have been a boon for business users looking for quick data, they aren't always the best solution for an organization seeking to use feedback to drive business vision. The truth is, the widespread use of online survey tools has often marginalized market research departments and firms at times when their experience is most needed. Vovici—the new company created by the merger of Perseus and WebSurveyor—has added another product to their growing roster of Enterprise Feedback Management (EFM) solutions. Chief Technology Officer David Alison and Chief Strategy Officer Jeffrey Henning offer their perspectives on the company's newest survey tool and the value of getting the market researcher back into the feedback process.

**Q:** Why will seasoned market researchers appreciate EFM Community MR?

**DA:** *The MR community has very specific needs—they're high-end researchers who truly understand analytics. With this user in mind, we've taken our flagship product, EFM Community, and added features like quota management, response rotation, and question-page rotation. These are just some of the vehicles that market research professionals can use to mitigate the problem of survey fatigue, which is a big problem in research.*

**Q:** You say this product has rejuvenated the role of the market researcher. How?

**JH:** *While they're quite familiar with the concept of "community," most market researchers have never really harnessed its full potential in conducting surveys. EFM Community MR allows them to build communities and collaborate with clients like never before on such things as survey design and question types. It gives researchers the ability to regain control over surveys whether they're within their own organization or within a particular client firm.*

**Q:** How does EFM Community MR protect customer data?

**DA:** *Security is one of our highest priorities. Market researchers are often responsible for collecting and storing very sensitive data. Respondents and consumers in general have become a lot more sensitive to how their personal information is being captured and handled. If you cannot ensure that you are handling their data properly, many will not participate in your survey. EFM Community MR is hosted in an SAS-70-compliant data center and our security processes and procedures have passed some of the most rigorous security tests by many Fortune 500 companies. The industry is going to continue to realize that this is a huge issue moving forward as more and more data is collected online.*

**Q:** Tell us about EFM Community MR's questionnaire authoring feature.

**JH:** *Our history with this feature goes back to 1997, when we were studying how market researchers write questionnaires. Most were using Word® or WordPerfect® and then handing the document to someone to program into a survey. We developed a word processor interface where market researchers just typed in the questions and indicated whether a particular question was "choose all that apply" or "fill in the blank." So we've built this feature to be very intuitive and have continued to improve it over the years.*

**Q:** How does EFM Community MR's respondent community management feature help solve the problem of survey fatigue?

**JH:** *When we first designed the software, we were trying to solve the problem of a Fortune 50 company that had been over-surveying its franchisees. By creating respondent communities we were able to do representative samples, so the entire group of franchisees didn't need to be included every time a survey was conducted. By creating community subsets, you're cutting down on survey fatigue and still getting very high quality data that you can use to make business decisions.*

**Q:** Does EFM Community MR offer flexible deployment?

**JH:** *With our mobile survey application, a single survey can be reformatted in any manner, whether it's a telephone survey, a Web survey, or a handheld survey. And regardless of how a survey is deployed, the results can be collected and fed into the same central database.*

**Q:** How easy is reporting and analysis with EFM Community MR?

**JH:** *We export to SPSS, which has tremendous market share among researchers for statistical analysis. All Vovici reports reflect real-time results and can be distributed in PDF, Word®, or PowerPoint®.*

**Q:** Any final thoughts?

**DA:** *When it comes to surveys that generate meaningful, actionable data, market researchers are the experts: they do this all day long. Vovici is pleased to offer a product that helps put them back in the driver's seat.*



# The 2007 Customer Interaction Solutions TMC Labs Innovation Awards, Part Two

Welcome to part two of the eighth annual TMC Labs Innovation Awards, where TMC's in-house testing lab honors products and services offering unique features that their competitors often lack. As pointed out in part one, the contact center has seen an explosion of innovative products and services over the past few years. Call centers are always looking to squeeze just a little more efficiency and a little more productivity out of their agents (which, especially in larger call centers, can equate to millions of dollars per year) while simultaneously improving their customers' experience. This quest has spurred the development of new software and technologies to accomplish this difficult feat.



This year's winners list consists of 19 unique and innovative companies, all of which are listed in Table 1. Product reviews for the first nine winners appeared in the September issue of *Customer Interaction Solutions*. Following are the reviews for the remaining 10 winners. *Customer Interaction Solutions* congratulates all the winners on their impressive achievement.

Table 1

Company Name	Product	Web Address
8x8, Inc.	Packet8 Complete Contact Center	<a href="http://www.packet8.net">www.packet8.net</a>
AirMagnet	VoFi Analyzer	<a href="http://www.airmagnet.com">www.airmagnet.com</a>
Alcatel-Lucent	OmniTouch My Teamwork 4.1	<a href="http://www.alcatel.com">www.alcatel.com</a>
Citrix Online	GoTo Webinar	<a href="http://www.citrix.com">www.citrix.com</a>
Consona, Inc.	KNOVA 7.2	<a href="http://www.consona.com">www.consona.com</a>
EchoPass	EchoSystem version 2.0	<a href="http://www.echopass.com">www.echopass.com</a>
Exony	Exony Virtualized Interaction Manager (VIM) v6.1	<a href="http://www.exony.com">www.exony.com</a>
Glance Networks	Glance 2.2	<a href="http://www.glance.net">www.glance.net</a>
Mitel	Mitel Customer Interactions Solutions	<a href="http://www.mitel.com">www.mitel.com</a>
NetSuite	NetSuite	<a href="http://www.netsuite.com">www.netsuite.com</a>
Nexidia	Nexidia Enterprise Speech Intelligence 6.1	<a href="http://www.nexidia.com">www.nexidia.com</a>
Nortel	BCM50 v2.0	<a href="http://www.nortel.com">www.nortel.com</a>
NTRGlobal	NTRsupport	<a href="http://www.ntrsupport.com">www.ntrsupport.com</a>
Numara Software	Numara Track-IT! 8 Enterprise Edition	<a href="http://www.numarasoftware.com">www.numarasoftware.com</a>
OpenSpan	OpenSpan Platform	<a href="http://www.openspan.com">www.openspan.com</a>
Premiere Global Services	PGi Netspoke	<a href="http://www.premiereglobal.com">www.premiereglobal.com</a>
Salesforce.com	Salesforce Customer Portal	<a href="http://www.salesforce.com">www.salesforce.com</a>
TeleDirect International, Inc.	Liberation 6000 V6.6.3	<a href="http://www.tdirect.com">www.tdirect.com</a>
Toshiba Telecommunication Systems Division	Strata CIX40 IP Business Communication System	<a href="http://www.toshiba.com">www.toshiba.com</a>

### NetSuite [www.netsuite.com](http://www.netsuite.com) NetSuite

NetSuite ([news](#) - [alert](#)) is an on-demand, Web-based suite of integrated business applications. The company's hosted applications include customer relationship management (CRM), order fulfillment, inventory, finance and product assembly, e-commerce and Web site management. Targeting small and mid-sized businesses, this comprehensive hosted suite of applications gives extensive functionality and upgradeability at an affordable price while simultaneously reducing the total cost of ownership.

In 2004, NetSuite introduced AJAX-powered business dashboards, bringing Windows-like navigation, drag-and-drop and direct-list editing interaction capabilities to Web-based business applications. NeSuite told TMC Labs, "Since day one, our goal has been to deliver a fantastic user experience that rivals or exceeds that of a traditional desktop application. NetSuite was the first business application to leverage advanced browser technologies to create a rich and friendly interface. We were pioneering the use of extensive AJAX technology (JavaScript, DHTML, XML) years before the term AJAX was coined." In fact, because of this strong AJAX support, NetSuite supports Apple's iPhone natively, making NetSuite the first vendor to provide business applications for the popular iPhone.

NetSuite has many innovative firsts to its name, including the first on-demand accounting application, NetLedger, launched in 1999. In 2001, the company launched the first on-demand business suite, spanning all of a company's key business operations, around a single, centralized database, which saves both time and money on complex IT integration and implementation. Another benefit is the ability to manage cross-departmental business workflows more effectively and efficiently than with disparate point solutions.

### Nexidia Nexidia Enterprise Speech Intelligence 6.1 [www.nexidia.com](http://www.nexidia.com)

([news](#) - [alert](#)) Corporate voice recordings of customer conversations contain a treasure-trove of information, including customer complaints, which can be used to improve business processes and customer satisfaction. Unfortunately, it is impossible for managers to listen to hundreds of hours of recordings to find customer complaints, determine how the agent handled the call, and prevent problems from reoccurring. Nexidia solves this problem with its 100 percent phonetic-based technology. Called Nexidia Enterprise Speech Intelligence (ESI), the software searches recorded audio files for keywords and phrases using a phonetic-based search technology to extract valuable insights that can be applied back to the business.

Nexidia's core Phonetic Search Engine, which is the basis of all Nexidia products, reduces the time and increases the accuracy of searches against large collections of recorded audio. The Nexidia server ingests audio files to create a .PAT file (phonetic audio track), marking the files so they are rendered phonetically searchable; a one-time process. Search terms and queries are created and applied against these .PAT files. The search results are then compiled and generated into dashboards, charts, trending and analysis reports.

ESI provides language models trained on a wide variety of accents and dialects with support for 30 languages. The search and query functionality available through ESI not only spots words and phrases, but also finds them in proximity to other content, thus generating relevant results. The audio can immediately be played and the result can be listened to within the context of the origi-

**SIMPLY THE BEST OF THE BEST**

StrataSoft

CRM Solutions  
VoIP Solutions  
Custom Script Design  
SIP Soft Phone  
Hosted Solutions  
IVR Solutions

Predictive Dialer  
Inbound ACD  
Call Blending  
Home-Based Agents  
Web Collaboration  
Quality Monitoring

**WWW.STRATASOFT.COM**

EXCELLENCE THROUGH PASSION

Toll Free 1-800-390-1157

nal file. Nexidia claims that their powerful phonetic search engine can even deliver relevant data from poor-quality audio such as cell phones. Their solution is agnostic to a caller's age, gender, accent, language and dialect.

Nexidia has improved its technology and the use of more powerful hardware, allowing it to render over 8,000 hours of

audio data searchable per day. Unlike speech-to-text applications, which are dictionary-dependent, Nexidia uses an open-systems vocabulary retrieval system, which greatly reduces the time and increases the accuracy of searches against large collections of recorded speech. Nexidia ESI can be delivered as an on-demand service. Nexidia's on-demand managed service offering gives organiza-


tions the ability to leverage Nexidia's secure infrastructure to upload recorded audio for analysis and reporting via an on-demand portal.

**Nortel**  
**Business Communications Manager**  
**50 (BCM50)**  
[www.nortel.com](http://www.nortel.com)

(news - alert) Business Communications Manager 50 is an all-in-one, converged voice and data communications platform for small to medium-sized businesses. BCM50 includes several advanced capabilities including voice messaging and unified messaging, IP networking, Internet access, contact centers with skills-based routing, auto-attendant and IP telephony. It offers integrated Ethernet and ADSL router options that both feature QoS, Contivity VPN client support and WAN failover. Nortel told TMC Labs, "What is really unique and innovative with BCM50 is how it combines hundreds of standard, built-in features often found in different products and combines them into a single, easy-to-use platform." The latest version of BCM50 features new analog and BRI trunk interfaces for the EMEA, APAC and Greater China markets.

The BCM50 adds some powerful mobility functions including Digital Mobility (based on DECT) and Wireless LAN IP (WLAN) sets which were previously offered only on the higher-end BCM200/400. Release 2.0 provides a number of new application capabilities including ad-hoc conferencing for up to 18 simultaneous users, skills-based agent features and a Web-based mailbox manager.

The main innovation of the BCM50 is how it brings feature-rich communications technologies that were previously available only to much larger organizations to the small to medium-sized business market. In addition, the BCM50 supports digital certificates for security, SIP trunking, proactive voice quality monitoring with alert thresholds and CTI applications. Finally, it supports intelligent routing (CLID/ANI, DID/DNIS



**i want**  
*to make informed decisions.*

IEX® TotalView® Workforce Management, a NICE SmartCenter™ solution, gives you uncompromised visibility into your contact center with accurate, timely information. The result: improved decision-making and performance throughout your operation. Call +1 972 301 1300 or visit [www.iex.com/tmcnet](http://www.iex.com/tmcnet) to discover the many ways IEX TotalView can improve the way your contact center works.

**Get what you want.**

Workforce Management  
 Strategic Planning  
 Performance Management

© 2007 IEX Corporation. All rights reserved.

**IEX**  
 a NICE company



and caller input, overflow, change priority of calls), Web-based reporting, wall-board/softboard support and a host of agent and supervisor features.

**NTRGlobal**  
**NTRSupport**  
[www.ntrglobal.com](http://www.ntrglobal.com)

([news](#) - [alert](#)) Sure, remote desktop control applications are a dime a dozen, and some even free, such as the Windows Remote Desktop application. However, most of these solutions are designed for personal use or for IT administration of various internal corporate servers. Many of them do little or no encryption and aren't designed for help desk or technical support applications where agents require the ability to remotely assist customers using a trouble ticket queuing system.

Enter NTRsupport, a secure, Web-based, on-demand remote support solution that provides a simple way for technical support professionals to quickly manage and resolve online PC and Mac support requests. NTRsupport establishes an immediate and secure connection between a support agent's PC and a client's PC or Mac to solve IT issues faster. NTRsupport works with firewalls and proxies without any special configuration, and uses 256-bit AES end-to-end encryption. NTRsupport provides all the tools needed to manage a queue of online requests, communicate with customers online, monitor a remote machine and control a remote customer's PC or Mac to resolve issues. They also offer secure chat with no download.

NTRGlobal Inc., which designed NTRsupport, isn't well-known, but they are one of the best kept secrets in remote desktop support. The company stands out from competitors because it integrates voice over IP into its remote support solution, and offers PBX integration as well. The company's API and Integration Toolkit allow for easy integration with third-party CRM and help desk applications like Salesforce.com, Remedy, Autotask and Siebel.

Additionally, NTRsupport is the only application that provides computer-telephony integration (CTI), enabling users to leverage the existing rules in their automatic call distribution (ACD) system. This enables NTRsupport users to distribute support sessions based on technician skill set and availability.

NTRsupport is sold as a software-as-a-service model or as an on-site license, giving companies flexible licensing options. NTRGlobal told TMC Labs, "We are recognized by IDC as having the smallest download and are the fastest into session. This is because our applications have been designed around the call center — NTRsupport is not a 'meeting product' that attempts to provide support center capabilities. NTRglobal was first to market with a dedicated solution for the call center. NTRglobal was also the first company to offer Mac support."

**Numara Software**  
**Numara Track-IT! 8 Enterprise Edition**  
[www.numarasoftware.com](http://www.numarasoftware.com)

Numara ([news](#) - [alert](#)) Track-IT!, a help desk and asset management solution, enables IT professionals to automate repetitive and time-consuming activities like logging and tracking help requests, inventory, asset auto discovery, auditing systems, reporting stats and more, allowing customers to spend their time focusing on their end users and businesses.

Numara Track-IT! 8, one of Numara Software's flagship products, allows organizations to automate and control critical help desk and asset management functions from one integrated portal. With Track-IT! 8, IT professionals can collect, assign and resolve help desk requests and gain control of both their hardware and software assets through a comprehensive auditing and automated discovery.

Numara Track-IT! was one of the first applications to provide notifications for compliance violations out of the box with its Software License Management functionality. Numara Track-IT! 8 also

allows users to easily identify assets which may have license overages or unused and retired software titles. With the tight integration into Help Desk, technicians can be proactively notified of software compliance issues before they occur. This helps to reduce software licensing and maintenance costs, and also enables IT organizations to meet regulatory compliance obligations.

A new feature is Numara Track-IT! 8 Online Training. The instructor-led, Web-based training system is fully interactive, providing help desk technicians with a learning experience that works wherever they have an Internet and phone connection. With the virtual classroom, students can view class material and notes, witness Numara Track-IT! 8 software operation and ask questions through either audio or text interfaces. Numara Software offers a suite of add-on modules to support service desk management including a bar code module to identify assets, a patch manager to ensure software patches have been deployed, and several other modules.

**OpenSpan, Inc.**  
**OpenSpan Platform**  
[www.openspan.com](http://www.openspan.com)

([news](#) - [alert](#)) Unfortunately, the Windows clipboard is still the number one integration tool for connecting disparate business applications. Copying and pasting information from one application to another is not only tedious, it's a one-way operation. Also, any changes to the data are not reflected in the original source application. What if instead you could instantly turn all of your legacy business applications into reusable and interconnected components? OpenSpan provides integration of applications by injecting itself into a running application and exposing the objects through an "instant API" for integrating various desktop applications. Essentially, the OpenSpan Platform allows enterprises to improve productivity at the desktop by integrating applications, automating processes, extending functionality of applications, and building new composite applications, all without coding and regardless of the application

type. You could even consider OpenSpan a type of mashup that will take data from various application sources and present that information to the user. OpenSpan enables enterprises to quickly and easily integrate newer applications, such as Web 2.0 applications, into their existing legacy IT environments, with little or no programming required.

OpenSpan enables enterprises to improve the productivity of their employees by providing a simplified way in which to integrate data between applications, build automations to replace manual tasks, extend functionality of existing legacy applications, and build new composite applications that provide a single dashboard interface that spans multiple applications. Integrating your ERP, CRM and accounting systems, which normally would take months or even years, can done in hours using OpenSpan.

#### **Premiere Global Services PGi Netspoke Pro Version 2.5 [www.pgiconnect.com](http://www.pgiconnect.com)**

([news](#) - [alert](#)) PGi Netspoke is an easy-to-use Web conferencing solution. PGi Netspoke Professional enables businesses to have productive meetings with up to 125 people. Premiere Global Services recently upgraded its PGi Netspoke Web conferencing product by integrating the international calling capabilities of ReadyConference GlobalMeet and providing conferencing users with a unique self-service conferencing management tool. For customers who utilize Web conferencing to meet with participants outside the U.S., PGi GlobalMeet provides cost-effective international toll-free and local access via its VoIP technologies.

PGi Netspoke features include scheduled or spur-of-the-moment meetings; desktop, application and presentation sharing; text chat, Q&A, polling and virtual whiteboard; audio host controls; integrated audio and Web recording; video conferencing via Webcam; and live customer support and help desk access. It also supports SSL encryption and file transfer capabilities.

Premiere Global Services delivers its on-demand communications platform via its new Web portal PGiConnect.com, a self-service Web portal. The management tools available on PGiConnect.com enable users to schedule and launch Web conferences, manage multiple audio conferences, control audio and polling features, initiate impromptu meetings, store content, view reports, request recordings and transcriptions online, replay past conferences, access billing and find support information, all from a single hub.

Netspoke takes advantage of the full multimedia capabilities in the latest versions of Sun Java and Adobe Flash Player to provide a rich, interactive collaboration platform. The Conferencing Hub is built on .NET 2.0 and Web Services to provide a rich user interface and administrative console for moderators and administrators to manage audio and Web conferences, recordings, reports, users and branding. AJAX was used extensively to improve application performance and responsiveness. One huge benefit is users do not require PC admin rights as no software client is required to be downloaded and installed on a user's local PC. Licensing is available as per minute, seats or named user.

#### **Salesforce.com Salesforce.com Customer Portal [www.salesforce.com](http://www.salesforce.com)**

([quote](#) - [news](#) - [alert](#)) There is no doubt that Salesforce.com is one of the leading hosted SaaS companies in the world. With the Spring '07 release, Salesforce.com introduced a new customer portal to enable self-service capabilities for customers. The Salesforce Customer Portal enables users to exploit the capabilities of the Web to deliver quick self-service while at the same time lowering the cost of serving your customers.

Just like other Salesforce.com solutions, the Salesforce Customer Portal is delivered on-demand, running entirely on Salesforce.com's servers. With the Salesforce Customer Portal, a company's

customers have round-the-clock access to information about their account, can find solutions to their questions themselves and can log new cases and check and update existing cases — the customer portal is a completely customizable space where companies can share and collaborate directly with their customers.

The Salesforce Customer Portal is delivered on-demand and therefore can be easily and quickly deployed. The Portal is tightly integrated with other Salesforce applications to give both the company and their customers complete insight into their relationship. Salesforce.com explained, "Traditional self-service portals deliver a knowledge base and basic case management for customers to resolve their issues. The Salesforce Customer Portal breaks new ground by allowing companies to easily enable other self-service processes and custom applications in the portal like self-service training registration, license management, project management, collaboration or any other business-specific process a company may have." They continued, "Using point-and-click customization, companies can define new data objects and processes and expose them securely to their customers. Companies can also leverage a whole range of applications on the Salesforce AppExchange and expose them to their customers using the Customer Portal."

#### **TeleDirect International, Inc. Liberation 6000 V6.6.3 [www.tdirect.com](http://www.tdirect.com)**

([news](#) - [alert](#)) Liberation is a comprehensive CRM platform combining customer interaction management, CRM and workforce optimization technology to help companies increase revenues and optimize their workforce productivity.

CIM includes infrastructure technology, such as campaign management, computer-telephony integration (CTI), multi-mode dialer and channel management. The CRM capabilities include sales workflow design, agent desktop software, industry templates, and integration/access to supporting systems to increase revenues. Finally, WFO enables

digital voice recording, screen recording, quality management, coaching, real-time statistics, historical reporting, trend analysis and dashboards to help companies develop their workforce and measure success.

TeleDirect claims they were the first to ship an outbound dialer product that provides built-in compliance with the federal do-not-call (DNC) registry that went into effect October 1, 2003. They also claim to be the first to be certified by Visa for PABP (payment application best practices) for secure credit card processing to ensure merchant compliance with the PCI data security standard.

Importantly, DialogGuide, the company's desktop agent software, has been developed for seamless integration with legacy applications using Web services (XML or SOAP). DialogGuide also acts as an agent's campaign dashboard by encapsulating workflow, call control, dialog requirements, key offer details, and a knowledge base for every customer interaction. It uses branched logic to prompt agents with the most helpful course of action and the best product recommendations. It also allows agents to view up-to-the-minute individual and group performance statistics to motivate agents toward increased sales performance and higher levels of success. Finally, Liberation features excellent easy-to-use business intelligence reporting, enabling

users to view historical and trending reports as well as integration with Crystal Reports.

**Toshiba Telecommunication  
Systems Division**  
**Toshiba Strata CIX40 IP Business  
Communication System**  
[www.toshiba.com](http://www.toshiba.com)

(news - alert) It often seems that SMBs (small to medium-sized businesses) are underserved by traditional phone manufacturers because these manufacturers force smaller companies to purchase higher-end phone systems to attain advanced communications functionality. Toshiba aims to change all that with its SIP-compliant Strata CIX40 IP-PBX, which supports up to 16 station ports and eight IP channels, and offers all the benefits of Toshiba's larger Strata CIX systems at a size and price that is perfect for small businesses.

As with Toshiba's other Strata CIX offerings, the new Strata CIX40 offers Toshiba's FeatureFlex adaptability capabilities, can be TDM-enabled, can be networked with any other CIX40 or larger Strata CIX systems, and provides a smooth migration path. The Strata CIX40 can be networked with all of Toshiba's Strata CIX family, including the CIX670, CIX200, CIX100 and other CIX40 systems. This allows large companies to use the Strata CIX40 for

remote or branch offices and allows smaller companies to add additional networked systems as they grow. Strata CIX40 can be TDM-enabled, giving users a choice of running a pure IP system or a mix of IP and digital TDM. This allows users to choose how they will maximize their systems and migrate existing equipment. Because of its SIP support, Strata CIX40 gives you a plethora of endpoint choices, including IP phones, IP wireless telephones, third-party IP soft phones and digital (TDM) and analog telephones, as well as Toshiba CIX Digital and IP Attendant Consoles.

The CIX40 is optionally available with an integrated four-port, 40-hour integrated plug-and-play voice mail system supporting up to 374 mailboxes. It features live message call monitoring, LCD feature prompting, soft keys, call record and more. Finally, for more robust applications, users may choose Toshiba's Strata Media Application Server (MAS), which allows multiple applications to be combined on a single media application server. Applications include auto-attendant, voice mail, automated speech recognition, text-to-speech, unified messaging, IVR, automatic call distribution and reporting, Web-based personal and system administration, Web-based telephone applications and more.

Statement of Ownership, Management and Circulation 1. Customer Interaction Solutions magazine 2. Publication Number: 68-2830 3. Filing Date: September 28, 2007 4. Issue Frequency: Monthly 5. Number of Issues Published Annually: 12 6. Annual Subscription Price: Free -Qualified US, \$49-NonQualified US, \$49-Canada, \$85-Foreign 7. Complete Mailing Address of Known Office of Publication: Technology Marketing Corporation, 1 Technology Plaza, Norwalk, CT 06854-1924 8. Complete Mailing Address of Headquarters or General Business Office of Publisher: Same as above 9. Full Names and Complete Mailing Address of Publisher, Editor and Managing Editor: Publisher: Nadji Tehrani, Editor: Tracey E. Schelmetic, Technology Marketing Corporation, 1 Technology Plaza, Norwalk, CT 06854-1924 10. Owner: Technology Marketing Corporation, 1 Technology Plaza, Norwalk, CT 06854-1924, Nadji Tehrani, Rich Tehrani, Michelle Tehrani 11. Know Bond Holders, Mortgages, and Other Security Holders Owning or Holding 1 Percent or More of Total Amount of Bonds, Mortgages, or Other Securities: None 12. Tax Status: Has Not Changed During Preceding 12 Months 13. Publication Title: Customer Interaction Solutions magazine 14. Issue Date of Circulation Data Below: Sept 2007 15. Extent and Nature of Circulation: Average No. Copies Each Issue During

Preceding 12 Months/No. Copies of Single Issue Published Nearest to Filing Date a. Total Number of Copies (Net Press Run): 23,406/10,850 b. Legitimate Paid and/or Requested Distribution (By Mail and Outside the Mail) (1) Outside County Paid/Requested Mail Subscriptions stated on PS Form 3541: 20,974/8,679 (2) In-County Paid Requested Mail Subscriptions stated on PS Form 3541: 0/0 (3) Sales Through Dealers and Carriers, Street Vendors, Counter Sales and Other Paid or Requested Distribution Outside USPS®: 0/0 (4) Requested Copies Distributed by Other Mail Classes Through the USPS: 0/0 c. Total Paid and/or Requested Circulation: 20,974/8,679 d. Nonrequested Distribution (by Mail and Outside the Mail) (1) Outside County Nonrequested Copies Stated on PS Form 3541: 1,303/970 (2) In-County Nonrequested Copies Stated on PS Form 3541: 0/0 (3) Nonrequested Copies Distributed Through the USPS by Other Classes of Mail: 229/112 (4) Nonrequested Copies Distributed Outside the Mail: 351/850 e. Total Nonrequested Distribution: 1,532/1,082 f. Total Distribution: 22,506/9,761 g. Copies not Distributed: 549/239 h. Total: 23,055/10,000 i. Percent Paid and/or Requested Circulation: 93.19%/88.92%. I certify that all information furnished on this form is true and complete: Nadji Tehrani, Chairman, CEO & Executive Group Publisher, 9/25/2007. PS Form: 3526



# Speech Analytics Implementation: Nine Best Practices

Customer service has become one of today's top differentiators for enterprises across virtually every vertical market. As organizations struggle to balance customer satisfaction with the drive to increase revenue and minimize the cost of customer service, contact center managers and executives are increasingly exploring technologies and processes that better integrate and streamline their sales, service and support channels and operations.

Speech analytics — the technology that allows enterprises to mine a large volume of recorded customer-agent voice interactions — are among the solutions successfully addressing this need within the context of each company's business objectives, rather than as an independent contact center entity with no relationship or tie to overall business goals. These speech analytics solutions are helping redefine quality in a way that promotes greater customer satisfaction, loyalty and value.

By measuring not just contact center performance, but many other customer touch points that shape customer perceptions, speech analytics extends the benefits of contact center recording from workforce quality to enterprisewide customer process optimization.

Despite the buzz that surrounds it, speech analytics is not always fully understood or correctly implemented. However, armed with some best practices, organizations can optimize their speech analytics implementation strategy to maximize results.

1. Use an interactive approach. Customer and business insights gained from speech analytics are very different from other structured data you may be collecting and analyzing. Knowing what to look for and how it may be expressed by your customers is part of the challenge. A specific keyword may have very different meanings in different contexts. A solution and approach that allows you to interactively search and surface issues that you may not otherwise know to

predefine is critical for a successful speech analytics implementation with a rapid ROI.

2. Focus on what matters most. Concentrate on issues that have the highest priority for your enterprise. For example, if reducing customer churn is important, use speech analytics to identify calls that indicate higher risk of churn, set up a team to analyze these calls and suggest process improvements that will have a measurable impact. After a proven win, take on the next challenge.

---

**Avoid using the technology as a form of discipline, so your agents will embrace it.**

---

3. Choose a solution that works the way you do. Speech analytics can help find specific calls of interest that can affect quality monitoring, training and coaching. A speech analytics solution that is fully integrated into your QM and call recording platform will help streamline existing workflow, reduce total cost of ownership and increase

ROI. Also verify compatibility — make sure your solution is fully compatible and can be supported in your current and future technical environment.

4. Use the solution for positive change, not as a disciplinary tool. Speech analytics is powerful and should be used to improve processes, empower agents and identify root causes and trends. Avoid using the technology as a form of discipline, so your agents will embrace it.

5. Gain more value from your quality monitoring. Many enterprises report that only 10 to 15 percent of calls evaluated by supervisors are used for follow-up training, coaching or process improvement. Apply speech analytics to focus your QM efforts on the key issues that matter most. You can still evaluate a smaller random sample of calls for benchmarking, but aim to have at least 50 percent of your QM calls focus on issues that impact contact center and enterprise performance and, as a result, the customer experience.

6. Discover and resolve root causes. Alerting a supervisor or calling back the customer every time someone has a bad experience may not be a practical course of action for many contact centers. Taking actions to resolve the root causes affecting many customer issues is more scalable and will have greater impact. Once a set of calls that relates to a high priority issue is determined, apply automated root cause analytics to identify the key issues driving these calls.



7. Engage business leaders outside the contact center. Some of the suggested actions may involve process changes or even adjustments to product and service offerings. This may require wider management approval and cross-departmental support. Share your findings with key business leaders and build consensus and support for required changes.

8. Leverage the “voice of the customer.” The true voice of the customer is undeniable. Make the most of it. Use speech analytics to uncover a sample of calls that represent the issue you are trying to resolve. Leverage these in your business case and share them with constituents outside the contact center — those whose departments and functions also touch and impact the customer experience.

9. Separate hype from reality. Speech analytics is an exciting technol-

ogy that can transform the role of the contact center and impact the entire enterprise. When evaluating any new technology, it's important to separate reality from hype. Speech analytics is providing real value today — yielding a ROI within three months for many customers — but it does not replace good agents or good supervisors. It can significantly impact QM, but does not automatically score agent performance. Its power and value come from identifying root causes hidden in thousands of calls, not from identifying a single keyword mentioned in a single call.

Contact center managers have access to more tools for collecting data and more solutions for counting those data than ever before. As a result, they are gathering massive amounts of information about what their contact centers are doing. From volumes and handling costs

to operational overhead, revenue and customer churn, managers are able to get a clearer picture of exactly what's happening across operations. Yet, with all of these data at hand, many organizations still do not understand why these outcomes happen. Understanding why they occur is fundamental for improving operational results.

By applying advanced speech recognition technology to spoken conversations, speech analytics solutions reveal critical insights that would not otherwise be apparent. And by measuring not just contact center performance, but also the back-office processes and other customer touch points that shape customer perceptions, speech analytics extends the benefits of contact center recording from workforce quality to enterprisewide customer process optimization. The end results can have quite an impact.



# Upcoming **TMCnet** Webinar Schedule

5465368894331258794523215  
3323324648948555464852552  
145632710047599841202546  
1254404044565212

## **Leverage Your Support Organization as a Competitive Weapon and Set Yourself Apart**

Sponsored by:



**OCTOBER 17, 2007**  
11:00 am PT/ 2:00 pm ET

[www.tmcnet.com/webinar/ntrglobal](http://www.tmcnet.com/webinar/ntrglobal)

## **Call Center Consolidation 2.0 In Practice: How enterprises are implementing and benefiting from Consolidation 2.0**

Sponsored by:



**OCTOBER 25, 2007**  
11:00 am PT/ 2:00 pm ET

[www.tmcnet.com/webinar/cosmocom](http://www.tmcnet.com/webinar/cosmocom)

## **Host Your Own Webinar!**

To schedule your Webinar,  
call: Rick Bisesto, TMC -  
Webinar Division,  
(203) 852-6800, ext. 211 or  
e-Mail [rbisesto@tmcnet.com](mailto:rbisesto@tmcnet.com)



## **"Break Free" – Leveraging SIP in Developing Enhanced Applications**

Sponsored by:



**Archived • View Today!**

[www.tmcnet.com/webinar/audiocodes](http://www.tmcnet.com/webinar/audiocodes)





## **VoIP Security Best Practices: Preventing Attacks and Managing Risk**

Sponsored by:



**NOVEMBER 6, 2007**  
11:00am PT/ 2:00pm ET

[www.tmcnet.com/webinar/sipera2](http://www.tmcnet.com/webinar/sipera2)

## **Rethinking the Case for Hosted IVR: VoIP Impact on Transport Cost Changes the Equation**

Sponsored by:



**NOVEMBER 13, 2007**  
11:00am PT/ 2:00pm ET

[www.tmcnet.com/webinar/firstdata](http://www.tmcnet.com/webinar/firstdata)

## **Making Money with VoIP – Selling to IT Decision Makers**

Sponsored by:



**Archived • View Today!**

[www.tmcnet.com/webinar/speakeasy](http://www.tmcnet.com/webinar/speakeasy)

## **Replacing Your Workforce Management System... the Right Way**

**A case study from Fifth Third Bank**

Sponsored by:



**Archived • View Today!**

[www.tmcnet.com/webinar/IEX](http://www.tmcnet.com/webinar/IEX)



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

# Retaining Your Customers To Death

This is one of those customer service stories that make you want to consider moving to a desert island and effectively removing yourself from the world as a consumer once and for all.

Last year, I stopped using my regular small-town oil company because the fixed price they were offering was a lot higher than what other companies were offering. I would have liked to remain loyal to them, but the cost difference was just too great to ignore. They had bought all their oil in bulk just before prices dropped and, though I felt sorry for them, I decided that my budget came before my customer loyalty. I ran with another company. Let's call them "Petra."

This year, my tried and true small-town oil company's price was at least as competitive as Petra's. I knew I was safe...my contract with Petra had, after all, run out, so they wouldn't deliver any more oil to me. I signed a contract with Small Town Oil, Inc., my old standby company, and forgot about

---

### Don't you put all the customers you're trying to keep on hold for a quarter hour?

---

Petra. A few weeks later, a salesman from Petra called my home number and left a message. I ignored it. Then Petra sent a letter informing me that "if they didn't hear from me, they would continue delivering oil to me." Wait...so that means the contract I signed last fall only protects Petra from having to give me oil at last year's price. It doesn't protect me from having an endless, unwanted relationship with Petra?

Apparently. I'd never before heard of those one-way contracts. They must be a newfangled thing in modern law practice.

I called Petra's company call center. I politely told the man who answered my call that I didn't want to do business with his company this year. He said, "I'm sorry, but I'll have to transfer you to customer retention. Only they can stop an account."

I sighed. Then I waited on hold. For 15 minutes. Keep in mind, the point of this exercise was that Petra was TRYING

TO RETAIN ME AS A CUSTOMER. Don't you put all the customers you're trying to keep on hold for a quarter hour? Finally, the first agent came back on the line. He informed me that no one was available in customer retention, so I'd have to call back.

I said, "Pardon me, but it sounded like you said I would have to call the customer retention department back?"

"That's right," he said.

My blood pressure began to inch up. "But I don't want to be retained. I just want you to stop all oil deliveries or service on my oil burner."

"I can't do that," he said. "Only customer retention can do that."

I was silent for a moment. "Are you spotting the irony here?" I asked.

Apparently, he wasn't.

I gave him my cell phone number, since he couldn't tell me when "customer retention" was going to find it convenient to call and try to retain me. I also informed him that since I had called and informed a company representative that I no longer wanted to do business with the company, I would not pay for any products or services Petra tried to foist upon me. He yawned and hung up the phone.

A few days later, my spouse was home sick with a cold. "Petra called," he told me when I arrived home. "Said they won't cancel the account without talking to you. Wouldn't take my word for it. They want you to call them back."

Keep in mind, this is still Petra trying to "retain" me. Apparently, giving them my cell phone number had been the equivalent of whistling into the wind.

I still haven't spoken to Petra. I've had about all the retention I can stand. I'm almost tempted to just let it go and see if they try and shower me with more retention, then try to charge me for it.

The only thing I'll be "retaining" after that is a lawyer.

*The author may be contacted at [tschelmetic@tmcnet.com](mailto:tschelmetic@tmcnet.com).*

Sponsored By:



The Multimedia Contact Center Solutions Experts

# [ Contact Center Research ]

<http://callcenterinfo.tmcnet.com/>  
Log On Today!



Powered By:





## Call Center Operations

Midwest-based company with three call centers seeks a Vice President of Call Center Operations to manage inbound and outbound operations. Candidates must have prior inbound and outbound management experience, be familiar with scheduling and other software applications, have proven leadership skills, and know Avaya and cable television applications.

To apply, please send resume and cover letter to:  
[applicantsforjob@gmail.com](mailto:applicantsforjob@gmail.com)

## IDENTIFICATION STATEMENT

### CUSTOMER INTER@CTION

**Solutions**® magazine (ISSN: 1533-3078) is published monthly by Technology Marketing Corporation, One Technology Plaza, Norwalk, CT 06854 U.S.A. Periodicals postage paid at Norwalk, Connecticut and additional mailing offices. Postmaster: Send address changes to: **CUSTOMER INTER@CTION Solutions**®, Technology Marketing Corporation, One Technology Plaza, Norwalk, CT 06854 U.S.A.

To subscribe, call toll-free: 800-243-6002. If busy, call 203-852-6800 or write to the circulation director at [srusso@tmcnet.com](mailto:srusso@tmcnet.com). Subscription rates (published monthly): Free for qualified subscribers in the U.S.A. only. For non-qualified U.S.A. subscribers, \$49. All Canadian subscribers, \$49. All Foreign (air mail), \$85. All orders are payable in advance in U.S. dollars drawn against a U.S. bank. Connecticut residents add applicable sales tax.

## TELESERVICES AGENCIES — OUTSOURCING



The ROI you want from  
the company you trust.



1-888-870-4IMC | [www.infocision.com](http://www.infocision.com)

## EXECUTIVE RECRUITING

### Professional Telesales/Customer Service Management Searches

- Search consultants to most of the top ten service agencies in the U.S. and over 50 of the Fortune 500 companies. Small companies, too.
- All custom searches using a 25,000 resume file plus extensive proactive calling.
- Dedicated telesales/customer service searches since 1981... the first and the best!

### R.L. Bencin & Associates

2616 Hidden Canyon Dr.  
Brecksville, OH 44141  
440-526-6726

Resumes welcomed!  
E-mail: [rlbencin@netzero.net](mailto:rlbencin@netzero.net)  
Web site: [www.rlbencin.com](http://www.rlbencin.com)

# ADVERTISING INDEX

Advertiser/ Web Address	Page Number	Advertiser/ Web Address	Page Number	Advertiser/ Web Address	Page Number
Aerotek Professional Services .....	29	Left Bank Solutions, Inc. ....	31	Teleformix.....	19
<a href="http://www.aerotek.com">www.aerotek.com</a>		<a href="http://www.leftbanksolutions.com">www.leftbanksolutions.com</a>		<a href="http://www.teleformix.com">www.teleformix.com</a>	
Aspect Software .....	12-13	NetOp Tech Inc. ....	35	Thomas L. Cardella Associates .....	4
<a href="http://www.aspect.com">www.aspect.com</a>		<a href="http://www.netoptech.com">www.netoptech.com</a>		<a href="http://www.tlcassociates.com">www.tlcassociates.com</a>	
Autonomy etalk.....	25	NICE Systems .....	11	TMCnet Webinars.....	46-47
<a href="http://www.etalk.com">www.etalk.com</a>		<a href="http://www.nice.com">www.nice.com</a>		<a href="http://www.tmcnet.com/webinar">www.tmcnet.com/webinar</a>	
Contact Center Research .....	49	OKS-Ameridial .....	cover 3	UCN .....	9
<a href="http://http://callcenterinfo.tmcnet.com/">http://callcenterinfo.tmcnet.com/</a>		<a href="http://www.oksameridial.com">www.oksameridial.com</a>		<a href="http://www.ucn.net">www.ucn.net</a>	
Envision.....	24	Oracle .....	Cover 4	Unified Communications magazine .....	16
<a href="http://www.envisioninc.com">www.envisioninc.com</a>		<a href="http://www.oracle.com">www.oracle.com</a>		<a href="http://www.uc-mag.com">www.uc-mag.com</a>	
IEX, A NICE Company.....	40	Plantronics Inc. ....	7	Verint Witness Actionable Solutions.....	5
<a href="http://www.iex.com">www.iex.com</a>		<a href="http://www.plantronics.com">www.plantronics.com</a>		<a href="http://www.verint.com">www.verint.com</a>	
InfoCision Management Corp. ....	Cover 2	Sennheiser Communications.....	21	Vovici.....	36
<a href="http://www.infocision.com">www.infocision.com</a>		<a href="http://www.sennheiserusa.com">www.sennheiserusa.com</a>		<a href="http://www.vovici.com">www.vovici.com</a>	
Interactive Intelligence.....	3	Stratasoft.....	39		
<a href="http://www.inin.com">www.inin.com</a>		<a href="http://www.stratasoft.com">www.stratasoft.com</a>			

# REACH QUALIFIED PROSPECTS 365 DAYS A YEAR!

PLACE A LISTING IN THE  
**ULTIMATE BUYER'S GUIDE**  
SINCE 1982!

# FREE!

THAT'S RIGHT, GET **FREE EXPOSURE**  
IN THE **ULTIMATE**  
**BUYERS GUIDE!**

THE ONLY WAY YOU LOSE  
IS IF YOU DON'T  
**SUBMIT A FREE LISTING!**

## Your Listing will display:

- Your company information in an alphabetical listing.
- 24/7/365 access on TMCnet to 3 million visitors every month.
- **Bonus Distribution** at major trade shows including Call Center 2.0 colocated with ITEXPO East 2008.



CTI Direct LLC  
305-263-6746 x2103  
www.ctidirect.com  
Products/Services:  
6,13,26,27,48

Cummins Power Rent (M)  
763-574-5000  
www.cumminspowerrent.com  
Products/Services:  
71,137,138,141

Customer Feedback  
Solutions, Inc. (C)  
631-265-5615  
www.custfeedback.com  
Products/Services:  
22,46,47,53,73

Customer Relationship  
Metrics (S)  
430-417-1111

Data-Tel Info Solutions (C)  
500 W. Southern, Ste. 16  
Mesa, AZ 85210  
Contact: Sales dept.  
614-895-8852  
www.datatel-info.com  
sales@datatel-info.com  
Products/Services:  
53,57,123,150,166  
xSELLerator, our fully-blend  
ed inbound, outbound, and  
Web-bound call center solu-  
tion, includes an advanced  
predictive dialer, ACD and  
interactive voice response  
functionality, text-to-speech  
tools, Web chat, and numer-  
ous other features that will  
allow your agents to effec-  
tively implement your CRM  
and telemarketing initiatives  
Utilizing industry standard  
hardware, coupled with an  
open architecture,  
xSELLerator allows for inter-  
operability with many exist-  
ing call center software  
packages.

**DON'T FORGET, THE DEADLINE FOR YOUR FREE LISTING IN  
THE 2008 BUYER'S GUIDE IS NOVEMBER 1, 2007!**

**[www.tmcnet.com/cislisting](http://www.tmcnet.com/cislisting)**

For information on advertising in this unique issue  
call John Sorel at 203-852-6800 ext. 229  
or e-mail [jsorel@tmcnet.com](mailto:jsorel@tmcnet.com)



## Ask The Expert

A Special Editorial Series Sponsored By Interactive Intelligence



By Tim Passios  
Director of Product Management  
Interactive Intelligence

# Security For IP Communications

**Q: We're migrating our contact center to VoIP and know SIP is the way to go. However, we're concerned about security — mostly to protect our customers, but also for the IP-based communications solution we're implementing. What security measures should we be aware of and how can we maximize them?**

A: The potential of malicious attacks to an IP communications system makes security a critical priority for most contact centers, as well as for healthcare providers, financial institutions, government agencies, public companies and other organizations that manage confidential voice and data communications over an IP network. But rest assured, the security measures available for IP communications systems and voice over IP are the most advanced safeguards the telecom industry has ever developed.

**Selecting the right solution comes down to getting everything a supervisor needs to keep interaction flows moving and make sure agents are as effective as possible.**

Along with paving a migration path for VoIP, open standards such as the Internet Protocol (IP) and Session Initiation Protocol (SIP) actually provide a solid foundation for IP communications security. In particular, SIP is a rigorous standard for user authentication and message encryption in a VoIP environ-

ment, and is also the most regulated tool for security thanks to the Internet Engineering Task Force (IETF). In conjunction with new and updated IP technologies, the IETF continually introduces, amends and strictly monitors SIP security specifications established in industry-wide Request For Comment (RFC) records. For example, RFC 2617 was introduced to support SIP digest authentication that prevents unauthorized access to a SIP proxy's services.

So to answer your question, standards themselves provide extremely effective security measures for a VoIP configuration, as does focusing your security strategy on:

**Fraud prevention.** As much as possible, your IP communications system should be configured to prevent fraud or malicious use.

**Security and continuity system-wide.** Should an attack occur, IP servers, data servers, phones and other devices must remain functional to provide required business continuity and keep the door open to your organization and employees.

**Confidentiality protection.** Again as much as possible, your system should preserve the privacy of audio plus any stored data.

### Fraud Prevention

While SIP and associated RFCs help guard against denial of service (DOS) attacks, hijacking, redirection, man-in-the-middle attacks and similar breaches, maximizing security levels depends largely on how an IP communications system is configured. A simple rule of thumb: Any solution that requires building security into multiple hardware systems (a PBX, IVR system, Web server, third-party middleware, etc.) actually multiplies the points of attack for unauthorized users, whereas a system singularly configured for security at its core minimizes such entry points.

### Security And Continuity System-wide

Lending to the security-at-its-core approach is the new breed of all-in-one IP communications application suites. Because such solutions pre-integrate applications on a single platform for all voice and data functions, they easily replace "multi-point" hardware systems, reduce the number of access points for potential attacks and inherently streamline security down to their central underlying platform.

An added benefit is that software-based systems make it possible to extend security mechanisms to all critical points between an IP network and the desktop. In essence, SIP on a VoIP network gives organizations a backbone to deploy virtual private networks (VPNs), virtual LANs (VLANs), access lists, authentication, transport layer security (TLS) and secure real-time transport protocol (SRTP) mechanisms from the network to their IP communications system's application server, gateway, data servers and phone devices. Conversely, most IP communications solutions from proprietary vendors incorporate SIP only at the network level, not throughout the system.

Further considering that an IP communications server acts as just another business application server on an IP network, organizations can implement security more completely for information systems, database applications, e-mail servers, disaster recovery sites, etc. — an IT connectivity model for security that better equips an organization to remain functional should a network outage or attack occur.

### Confidentiality Protection

Finally, to safeguard customers and their information, industry standards such as IPsec — a collection of IP security measures for authentication and encryption — and TLS can be incorporated alongside SIP-based encryption to prevent eavesdropping on phone calls, data tampering, message forgery and so on. Properly implemented, these measures make SIP-supported VoIP far more secure than traditional telephony, where anyone with a butt set can listen to calls and intercept customers' information.

Though system attacks might always be a concern for any contact center that moves voice and data over an IP network, the good news is that the measures available through standards and industry safeguards for IP communications are providing a tighter wall of protection than businesses have ever had.

*Tim Passios is Director of Product Marketing for Interactive Intelligence Inc. ([news - alert](#)) and has more than 16 years' experience in the contact center industry. Interactive Intelligence is a leading provider of IP business communications software and services for the contact center and the enterprise, with more than 2,500 installations in nearly 70 countries. For more information, contact Interactive Intelligence at [info@iinin.com](mailto:info@iinin.com) or (317) 872-3000.*



# Is your **call center partner** making you feel like a **small fish?**

Founded 20 years ago, OKS-Ameridial offers a stable and quality inbound/outbound solution that can expand and flex with your needs. Numbering 1500 Service Professionals worldwide, we still continue our commitment to personal service and responsiveness.

**Health • Communications • Retail  
Business Services • Consumer Services**



Today you have more call  
center choices... call today for  
an introduction to OKS-Ameridial.

EXT. 260  
**800.445.7128**



**[www.oksameridial.net](http://www.oksameridial.net)**

## Siebel CRM On Demand

# CRM On Demand

	Oracle/Siebel	Salesforce.com
Pre-Built Industry Specific Solutions	✓	
Pre-Built Integrations to ERP	✓	
Built-In Email Marketing	✓	
Expand to a Complete Application Suite	✓	
Hosted On or Off Site	✓	
Secure Multi-Tenant	✓	
Private Database Option	✓	

**Oracle Customer Relationship Management  
Over 4.6 Million Satisfied Users**

**ORACLE®**

**CRMOnDemand.com  
or call 1.866.906.7878**