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Nadji Tehrani
CEO, Editor-in-Chief

Q: How Do You Screw Up A Perfectly Great Economy?
A: Ask Alan Greenspan

Putting America First

Part 2

Please read Part 1 of this editorial which originally appeared in the March 2001 issue of Customer Interaction Solutions magazine as a pre-requisite to this editorial www.tmcnet.com/2593.1.

Putting America First

I love America, the land of opportunity. I came to this great country in 1957 with only $50 in my pocket. America gave me the opportunity to get to where I am today. And for that reason, I feel I owe a debt of gratitude to America and I have a moral obligation to put my country first. Therefore, in this editorial, I will offer my view on the problems that need resolution and how America can continue to be the same land of opportunity it always was.

For the above reasons, I will be covering a series of related topics.

1. The current global financial disaster and Alan Greenspan’s role in it not only contributing to the present global recession/depression but also the first recession that he created in 2001. These disastrous mistakes made by Alan Greenspan, have cost global investors, global businesses, U.S. businesses, investors, pension funds, 401K’s and individuals in America, trillions upon trillions of dollars. It is a wonder why this man who pretended to be a self appointed, ‘god of economics’ is not in jail.

Back in March of 2001, I wrote an editorial spelling out clearly that Alan Greenspan must be removed from office and he was more of the problem than any solution (www.tmcnet.com/2593.1). Around the turn of the century, when American business and global businesses were benefiting from the dotcoms’ unparalleled success, people were making millions of dollars on the stock market and in business.

Suddenly, Alan Greenspan decided to raise the interest rate for absolutely no reason, better than 10 times and that created the major recession of that time period. As a result of this foolish act, Americans, the pension funds, 401K plans and other investors lost trillions of dollars for absolutely no reason.

Economists usually advocate raising interest rates to control inflation. But, at that time, there was absolutely no reason to do so because there was no inflation! So it was one ego driven person who decided to destroy that particular perfectly great economy. And, he succeeded in screwing it up. Do you think that our senators and congressman and people in administration and elsewhere would have the vision or foresight to figure out that this man was insane if not senile? Of course not! They continued to treat him as the single, most important man that was pretending to be — the ‘god of economics’ — and therefore, they gave him additional ammunition to bring about the current global economic disaster (tsunami as he called it). This time around, this insane person was against regulating mortgage-backed securities and sub-prime loans and controlling the housing market to make sure that those that are not qualified to purchase houses, in fact, would not buy them. His view was, ‘let the market economy take care of itself,’ and of course the rest of the world who had their head in the sand listened to him and that was the foundation of the current mess that the world is in. Of course Fannie Mae, Freddie Mac and the ratings firms, among others, also share the blame.

Can you imagine how I feel today? Nearly nine years ago, I told the world in my editorial that this man should resign and should not be listened to and yet, everyone ignored my warning and that is where we are today!

2. The Sad State of Presidential Election in America — For a country as great as the United States, it is unthinkable how sad the process of selecting a President in the United States is.

When I came to this great country back in 1957, I did not speak any English. In fact my vocabulary did not exceed more than four words and they included, yes, no, ok and Wednesday. With a vocabulary

Nadji Tehrani, *CEO, Technology Marketing Corp.*

like that, the only summer jobs I could get were dishwasher, telephone book delivery person, janitor and the like. Therefore, with the help of an English speaking friend, I started looking at the classified ads for a summer job.

Here are some of the listings that I looked at:

- Dish Washer by hand – *experience necessary*
- Tree Climber – *experience necessary*
- Janitorial – *experience necessary*

The point is that even menial and low-level jobs, required **relevant experience**. But, sadly, when we select a President for the United States of America, arguably, the most difficult and most challenging job in the world, we never ask for relevant experience! That reminds me of Ronald Reagan's national convention where one sign read, "We have had a clown as President for 4 years (referring to Jimmy Carter) why not an actor?" In other words, for this job, **which must require more relevant experience than any job in the world**, there is no such requirement for it and there is no accountability. To me, it never makes sense why we do not require relevant experience.

You might ask me, who has the relevant experience for President? My answer is Michael Bloomberg, the capable Mayor of New York City, believed to be the second most difficult job in America. Not only has he done an exceptional job as a Mayor of this great city, but also, he has been extremely successful in the financial world and he is a self-made billionaire. He also founded one of the world's largest financial news services, that bears his name. In plain English, this man has relevant experience. He has had to manage hundreds of thousands of people, he has to manage the tremendous difficulties of the greatest city in the world, and he has the unparalleled financial and business acumen necessary to become President of the United States, someone who has had **RELEVANT EXPERIENCE**! Bloomberg is not only extremely honest, but he also charges only $1.00 per year to manage the city of New York, the second most important job in America. If I were in place of the President elect, I would definitely create a cabinet position and put Bloomberg in charge of running the country because he alone has the greatest **RELEVANT** qualifications to run the country well.

3. The Outrageous and Despicable Mainstream Media

As Publisher of industry leading publications and the leading B2B Web site in the field of technology and communications (www.tmcnet.com), I have spent 37 years of my life developing TMC as one of the world's leading media companies. In fact, our Web site currently attracts as many as 3 million unique visitors per month.

As such, I know what editors, reporters and media should do and what they should not do. What the mainstream media was doing was not only outrageous, but also despicable, because instead of being impartial and objective, they sold their services to the liberals and continuously promoted primarily the same candidate. I'm not questioning the great fact that can only happen in America where an African-American has become President elect of the United States. What I am upset about is the mainstream media taking sides and bringing disgrace to journalism and to humanity by being one-sided, not impartial and exhibiting zero editorial integrity. The other reason why the so-called mainstream media had resorted to trash journalism is that trash journalism sells newspapers whereas high-quality and high-integrity journalism does not sell as much.

The situation reminds me of my journalism teacher who came into the classroom one day with a bird cage in hand and lots of newspaper at the bottom of the cage. He told us that there are two kinds of journalism; one is trash journalism that ends of at the bottom of the bird cage (where it belongs) and then we have the highest quality journalism, which normally wins awards such as The Nobel Prize for Literature or The Pulitzer Prize.

4. The Treatment of Sarah Palin in the Media was also a Disgrace – Can Women Be Their Own Worst Enemy?

Among all the candidates, I felt that Sarah Palin, in my judgment, had the greatest amount of relevant experience. In fact, she had more relevant experience than most of the other candidates.

Having said all of the above, I happen to be a great supporter of Sarah Palin, not only because she was a woman, but also because she had the greatest **relevant experience**. As a governor, she had to manage and control the budget. She had to solve all of the problems of the state. When they asked Ronald Reagan, "what part of your previous experience helped you the most when you became the President of the United States?" he responded: "being the governor of California." In others words, history is teaching us a lesson, but unfortunately, a lot of people are not listening to it.

In fact, the ridiculous liberal media went as far as focusing on the kind of high heels she was wearing. I'm surprised why some of the women's organizations have not said a damn thing about that. In fact, as I understand it, many of the women's groups were also against Sarah Palin. That is where the question comes from, "are women in fact their own worst enemy?"

I'd like to share another case with you in our industry. Some 12 years ago, I learned that there were 16 outstanding women CEOs in the contact/call center industry. I felt that these outstanding women deserved recognition by the industry for the great job they had done. I then went to our editorial department, which was composed of 100% women and I told them I want a cover story to recognize these 16 women CEO's who have done a great job in our industry. Can you imagine what their reaction was? They didn't want to do it! They wasted nine months to a year by making a variety of excuses as to why they didn't want to do it. Finally, I put my foot down and said, "If you don't do it, I will find someone else to replace you." Then and only then, did they do it.
(See photo on right.)

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When I shared this true story with Carly Fiorina who spoke at one of our Internet Telephony shows, she said, "Sometimes women are their own worst enemy."

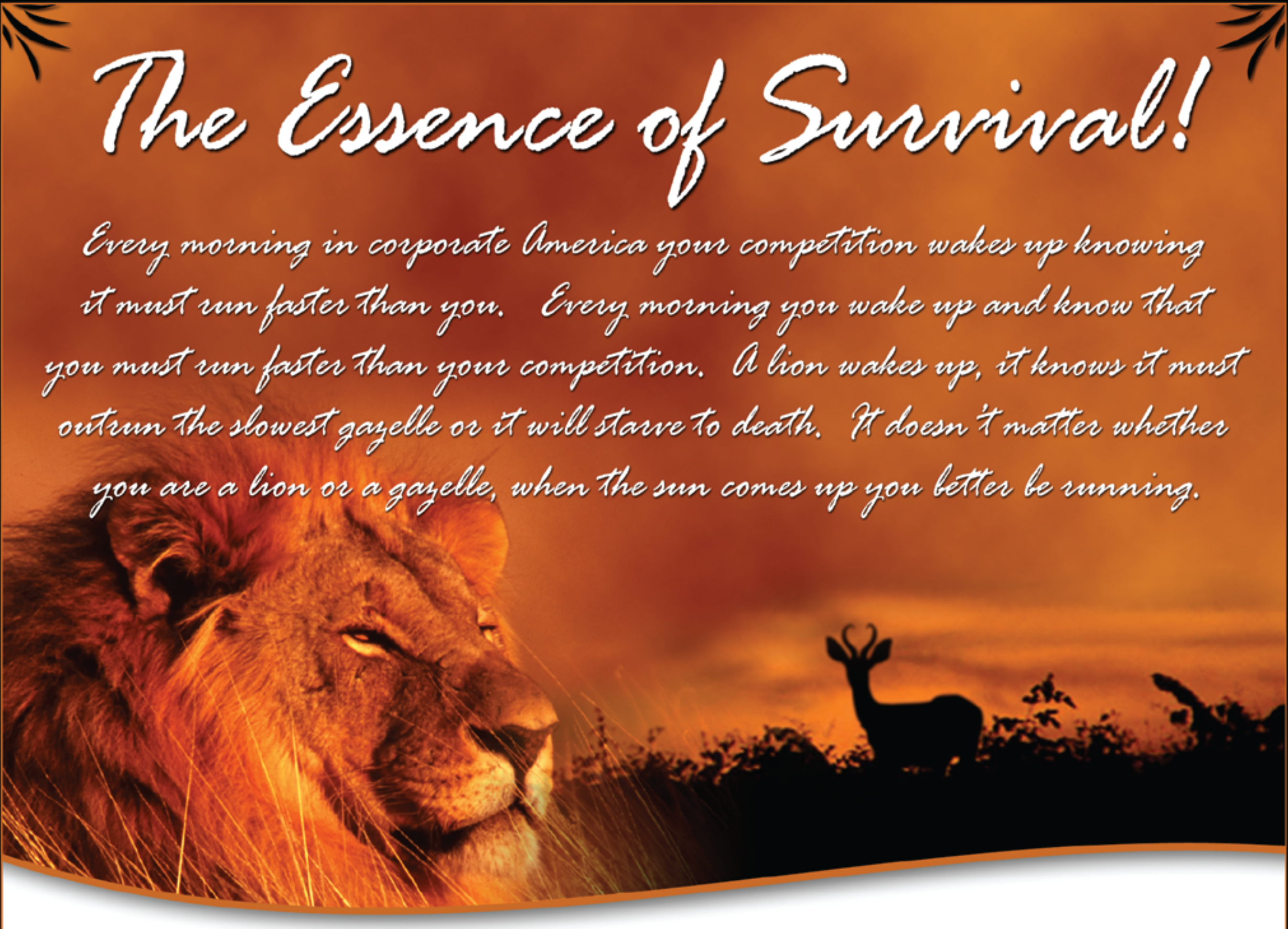
Happy Holidays

On behalf of the entire TMC team members, we would like to extend our best wishes for a joyous holiday season and a very happy, healthy, peaceful and prosperous 2009!

See you all at ITEXPO

I would like all of you to join me at Internet Telephony Conference and EXPO, which will be held at the Miami Beach Convention Center February 2–4, 2009. Please visit www.itexpo.com for more information.

As always, I welcome your comments. Please e-mail them to me at nadjitehrani@tmcnet.com.



The Essence of Survival!

Every morning in corporate America your competition wakes up knowing it must run faster than you. Every morning you wake up and know that you must run faster than your competition. A lion wakes up, it knows it must outrun the slowest gazelle or it will starve to death. It doesn't matter whether you are a lion or a gazelle, when the sun comes up you better be running.

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VOLTDELTA HOSTED SOLUTIONS

By Joshua Shale, Director of Marketing, VoltDelta
and Benjamin Kupersmit, President of Kupersmit Research

From The Hosted Speech Experts

Surveys and Market Research – Using the Contact Center to Provide Knowledge

Surveys are an indispensible tool for evaluating a host of strategic issues to maximize value and minimize risk. They can be used for brand positioning and segmentation, to enhance customer satisfaction and acquisition and even to increase retention of valuable employees — the list is nearly endless. Yet businesses significantly underutilize surveying, typically for two reasons: 1) implementing a survey is thought to be expensive and cumbersome, and 2) developing a survey and translating raw data tables into actionable recommendations that yield positive business outcomes can be daunting challenges. Finding solutions to these issues can enable businesses that use Contact Center resources to assess their brands, products, target markets and internal alignment and identify ways of generating growth from loyal customers, ex-customers who can be "won-back," prospects in new markets, and employees.

Managing the Expense

As with many expenses, technology can be leveraged to mitigate the costs of implementing surveying and research — especially the costs of training and guiding agents on surveying. Contact Centers are already familiar with the technologies and concepts required to develop and implement effective surveys and to do it cost effectively. Speech automated or even DTMF IVRs are the engine for presenting the questions and collecting the answers. Agent productivity and monitoring tools are used to monitor samples, responses, and progress of the survey. Reporting tools can take the raw data and translate it into actionable information and knowledge.

While these concepts are familiar to Contact Centers, the equipment and expertise may not be readily available. Purchasing the equipment and hiring the personnel needed to implement a survey program are clearly cost prohibitive requiring a significant capital expense and ramp-up time. A hosted solution – already prevalent in the market – is the perfect solution. The Hosted Solution provider brings all of the equipment, expertise and experience needed and does it with a minimal up-front investment and on a per-minute of use cost basis. Using a hosted solution enables Contact Centers of all sizes and scales to implement effective and efficient surveying.

Managing the Complexity

The most reliable data in market research is gathered through telephone-based Call Centers because no other method eliminates the pitfalls of self-selection inherent in online, mail and Internet-based alternatives. The ability to aim (and try and try again) for that specific potential respondent (from a representative, random sample) is vital in ensuring that survey opinions reflect all views, not just those inclined to take a survey as is likely with alternate methodologies.

Most famously, the strategic polling done by political campaigns is grounded in surveys conducted in call centers, also, corporations and non-profits utilize phone-based surveying for customer and employee satisfaction surveys, product viability and positioning, high-level qualitative "opinion leader" research, crisis-response management, segmentation studies, the list goes on.

At the same time, crafting a questionnaire, which yields data that results in actionable findings and drives core business decisions is an uphill climb for some. Retaining a strategic research consultant can be an ideal solution, particularly if an organization is already realizing the significant cost savings and efficiencies inherent in creating, managing and deploying the "data collection" aspects of research internally.

In general, a good survey research consultancy will seek to help you lay a foundation for creating, deploying and managing surveys — and using data to drive organizational and strategic decisions — in a cost-efficient and strategic manner. They should be focused on creating an initial "benchmark" questionnaire that addresses core, strategic issues which you will examine repeatedly over time, so you always keep a long view on overall brand strengths/weaknesses, current level of engagement among customers or employees, etc. A "benchmark" questionnaire also provides you with a framework for testing any "issues-of-the-day" in the form of deploy and interpret questionnaires that can be answered on your own down the road.

As critically, a good firm will give you a clear line of sight from the questionnaire to the recommendation set (and the analysis/deliverables in-between). You should ask questions that will give you data you can use, and consistently questioning the value of every question while creating clear expectation of the results you might get (and what you would do with that learning) is the hallmark of an experienced firm.

About VoltDelta Hosted Solutions

VoltDelta Hosted Solutions provides contact centers of all types access to leading edge technologies including a complete voice enabled survey application on the per-minute used model. To learn more please go to www.voltdelta.com/voltdelta-hosted-solutions. Our new General Manager is Terry Saeger: TSaeger@Voltdelta.com

About Kupersmit Research

Kupersmit Research has provided quantitative and qualitative market research strategic consultation, including questionnaire development, analysis and presentation of strategic recommendations, since 2001. A full description of the services and capabilities we offer corporations, non-profits and organizations can be found at www.kupersmitresearch.com.

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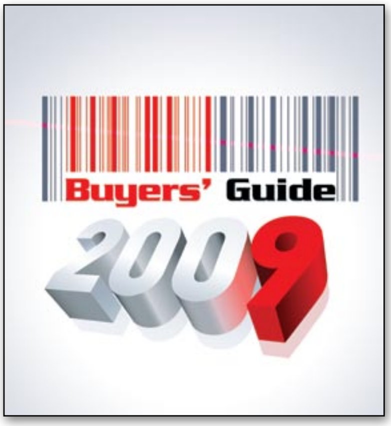

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WHAT'S ON TMCnet RIGHT NOW?

To stay current and to keep up-to-date with all that's happening in the fast-paced world of IP telephony, just point your browser to www.tmcnet.com for all the latest news and analysis.With more than 36 million page views per month, translating into more than 3.1 million unique visitors, TMCnet.com is where you need to be if you want to know what's happening in the world of VoIP.

Here's a list of several articles currently on our site.

Web-Enabled Call Center Turns to AVG, Walling Data for Security

A Canadian, Web-enabled call center services company with 500 workers reportedly is hailing a Claremont, North Carolina-based distributor of AVG Technologies that it turned to for a computer security solution that includes 300 licenses of an anti-virus program.

Ontario-based Alliance iCommunications say they turned to Walling Data because it's the only seller that offered its customers free, unlimited pre- and post-sales support within the United States.

www.tmcnet.com/2655.1

Siemens Updates OpenScape Virtual Contact Center

In a bid to reduce complexity and bring cost advantages to the contact center, Siemens Enterprise Communications has announced the latest release of its OpenScape Contact Center offering.

The latest edition not only makes the software platform available as a multi-tenancy license, but also includes pre-packaged modules so that customers can add functionalities as they need them. The highly scalable, virtualized contact center software platform now makes it even easier to get virtualized contact center capabilities while still making use of existing investments and skill sets.

www.tmcnet.com/2656.1

The Best Gifts: Buying and Deploying Attractive, Quality Products and Solutions

There are two affordable, feasible, and sensible solutions that contact centers, and their sponsoring enterprises can deploy to cut costs, improve performance, and retain customers. These are: (1) ensuring that their products and services are attractive, priced right, and problem-free and (2) that they buy and deploy correctly the right products and services for the money for their contact centers.

To deliver the best, most attractive and cost-effective products and services that will engender high loyalty contact centers need likewise. Unfortunately they too often do not get what they need when they need it, including the resources to install, maintain, and train staff on these tools.

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Altitude uCI™ has not gone unnoticed by several market analysts and the industry media; we have received more than 30 awards.

Rich Tehrani, *Group Publisher, Technology Marketing Corp.*

8 Steps To Great Customer Service

In an age where customers are looking for quality customer service and companies are cutting costs, how does one find that delicate balance where both parties are satisfied? RightNow is one company that has figured it out and is storming the global industry producing growth, $36 million in revenue, and a positive cash flow in a third quarter market where so many have been floundering.

I recently spoke with Greg Gianforte, CEO and founder of RightNow in a podcast interview (www.tmcnet.com/2590.1). During our conversation, we discussed sales, service, challenges and the eight steps a company should follow to provide a great customer experience.

RightNow is a provider of on demand customer relationship management (CRM) solutions that are designed to help customer-centric organizations deliver great customer experiences. Headquartered in Bozeman, Montana, RightNow has built its amazing success by practicing the same customer-centric activities that the company promotes to its clients.

In serving more than 1,900 organizations throughout the world, RightNow has learned a thing or two about the way these companies are serving their customers. Gianforte himself has made more than 200 customer visits since the start of 2008 and there is one primary thing that he hears from customers when asked about their current challenges: Reduce Cost.

While reducing cost is important, especially in this slower economy, RightNow sets out to do so much more for the client. As companies are focusing more heavily on service, RightNow is providing CRM solutions that not only lower costs, but also increase productivity to allow the client to create the ultimate experience for the customer.

Much of RightNow's success is the result of the company's approach to implementing its solutions. Gianforte and his team are well aware of the distrust companies have for software providers and to earn the trust of their potential clients, they promote a "Try before you buy" initiative in an effort to bring a new ethic to the industry. As a result, most implementations are the extension of a pilot run that proves to the client that the solution would perform as promised.

RightNow's customer-centric approach is evident in the widgets that it makes available for its clients. This element of eService provides pages of digestible pieces of functional information that the client can drag and drop to customize their online knowledgebase. There is a widget available for each function a Web site visitor may seek to accelerate their request or for access to a live agent.

A strong focus on the knowledgebase is key for RightNow and the company does its best to educate its customers. A useful tool now in place for this education is a book written by Gianforte: Eight to Great, which provides a roadmap for customers seeking to create great customer experiences. These eight steps include:

1. Establish a knowledge foundation
2. Empower customers
3. Empower frontline employees
4. Offer multi-channel choice
5. Listen to your customers
6. Design seamless experiences
7. Engage proactively
8. Measure and improve continuously

The company has experienced a very strong response to this book. And, while it can take a client three to four years to work through these eight steps to get to their goal, the process serves as an effective roadmap. It also allows RightNow to market through education.

In promoting its drive for the improved customer experience, RightNow is discovering that call and contact centers continue to struggle to deliver the optimal customer experience. One of the challenges that RightNow is finding in these centers is screen and keyboard latency. This is having a dramatic affect on the productivity of agents and the company's solutions aim to eliminate this latency.

RightNow uses a smart client at the desktop to remove this latency and improve productivity. The solution is network delivered, yet it still allows for delivery to the desktop for optimal performance. The solution is downloaded to the desktop once, and from that point, only data is transferred through the network.

The desktop interface operates much like Microsoft Office, requiring little training and rapid acceptance and adoption for the user. When an agent is handling a call, only that customer's information is transferred to the desktop, eliminating bottlenecks and driving productivity.

The company anticipates that its current success will carry them into 2009. Among its key initiatives is a keen focus on research and development. Within this division, RightNow will focus on:

- Best of Breed eService
- Continuing to build out multi-channel services
- Customer-centric CRM with automated personalization
- Promoting further integration

RightNow is expected to release its latest update to its RightNow CRM Suite today that will include agent scripting and case-based reasoning. Such enhancements are put in place to improve the experience for both the call center agent and the client as it empowers the agent to access information and make decisions quickly during the call.

Ultimately, RightNow is on a smart track for further success and growth as it takes a smart and ethical approach to doing business. The company has discovered exactly what customers demand from companies and how to empower those companies to meet this demand. Continuing on this track will only bring RightNow continued and measurable success.

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By Tim Searcy

Political Prescription

As I write this column, we are just coming up on the election. What is going to happen? Who is going to win? For teleservices, without a doubt the outcome is already determined… more attempted regulation. I feel obligated to give the incoming freshmen of Congress as well as the historical hacks a bit of advice for how to handle our industry from their lofty perches of power. I believe that the advice medical schools have been giving new physicians for over one hundred years is probably a good guideline: listen, do no harm, and help. I address these three points as an open set of advice to my old and new friends in Washington.

Number One: Listen

As a politician, you have an unbelievable number of special interests, constituents and single issue advocates parading into your office every day. It is almost mind numbing to sit in your offices and watch the conga line of petitions that vie for your time. However, teleservices is rather unique, and our group of interested parties is fairly diverse:

Consumers — yes, we represent the consumer, and we are seeking the best balance of their interests and the interests of legitimate business. As you listen to concerns about technology, customer service, and offshore representatives, please temper your opinion with the benefits the consumer has received from less restricted teleservices. The near and real monopolies of telecom, credit cards, network television and hundreds of others were broken by the leveling of the playing field of competition through inexpensive access to the effective medium of the telephone.

Employees – The industry employs 5.3 million contact center personnel in the United States. Each time new regulation is contemplated, the unintended consequence has been a reduction in jobs. This is a universal axiom. Regulations create expense, and to address the expense, organizations move jobs overseas to lower labor costs or to automated solutions, which take the human being out of the customer interaction. Every district in every state has one or more contact centers employing the hard to employ single mother, college student, retiree, veteran or handicapped individual. The ripples of additional regulation crash upon the shores of these people's reality of trying to pay bills and make ends meet.

Businesses – There are over 56,000 contact centers in the United States with at least 20 representatives employed per center. The lion's share of these businesses would be considered small business. These companies are a source of employment and an engine for an embattled economy. Although the profit motive is alive and well in our industry, our first goal is survival.

American Teleservices Association (ATA) – We are the only trade association dedicated exclusively to the teleservices industry. As the voice of the industry, we work to balance the interests of all constituents… much like you do. We would like to be your partner in this process. We will help you understand the business, the issues, and we can be a voice of assistance to get your more valuable legislative agenda out into the marketplace.

Number Two: Do No Harm

Now you might think that we think all regulation is bad. Nothing could be further from the truth. We desperately want you to add more funding to the prosecution and enforcement of U.S. fraud laws. The telephone is not fraudulent by its nature, but fraud is perpetrated using the phone. We want fraud to stop so that legitimate businesses can do business. Additionally, there is an economic penalty to the best in our industry if they cover the costs of compliance only to watch someone else go unhindered in business without being compliant.

The consumer does need protection, and we would like to help you create the balance that we so adamantly request. For this reason, the ATA has created a self regulatory organization (SRO) which audits and provides accreditation to firms that can demonstrate through audit that they are capable of complete compliance with federal and state law. We are here as your partner, and we are working with the FTC and FCC as well as state law enforcement to make the standards of the ATA-SRO stronger and an active part of the remediation process.

Number Three: Help

We need your help. We are faced with more state regulations than you can imagine. The cost of a firm complying with the patchwork of regulations between state and federal has been estimated to be at least $200,000 for the average firm. However, if we only had to comply with a single set of federal regulations, the cost would only be approximately $20,000. This is not a small amount of money or confusion. Additionally, we have petitions before the FCC to request that the agency declare its exclusive jurisdiction over interstate calling. Please help us in this effort by asking the FCC to address this longstanding petition and make jurisdiction clear and federal.

As Congressmen, I do not envy your position. However, we can help you. Please let us. Get to know us. Take our calls, visit our centers, and understand our issues. We are prepared to be your allies. If I can be of assistance or if you need more information, contact me at tim@ataconnect.org. Thank you.

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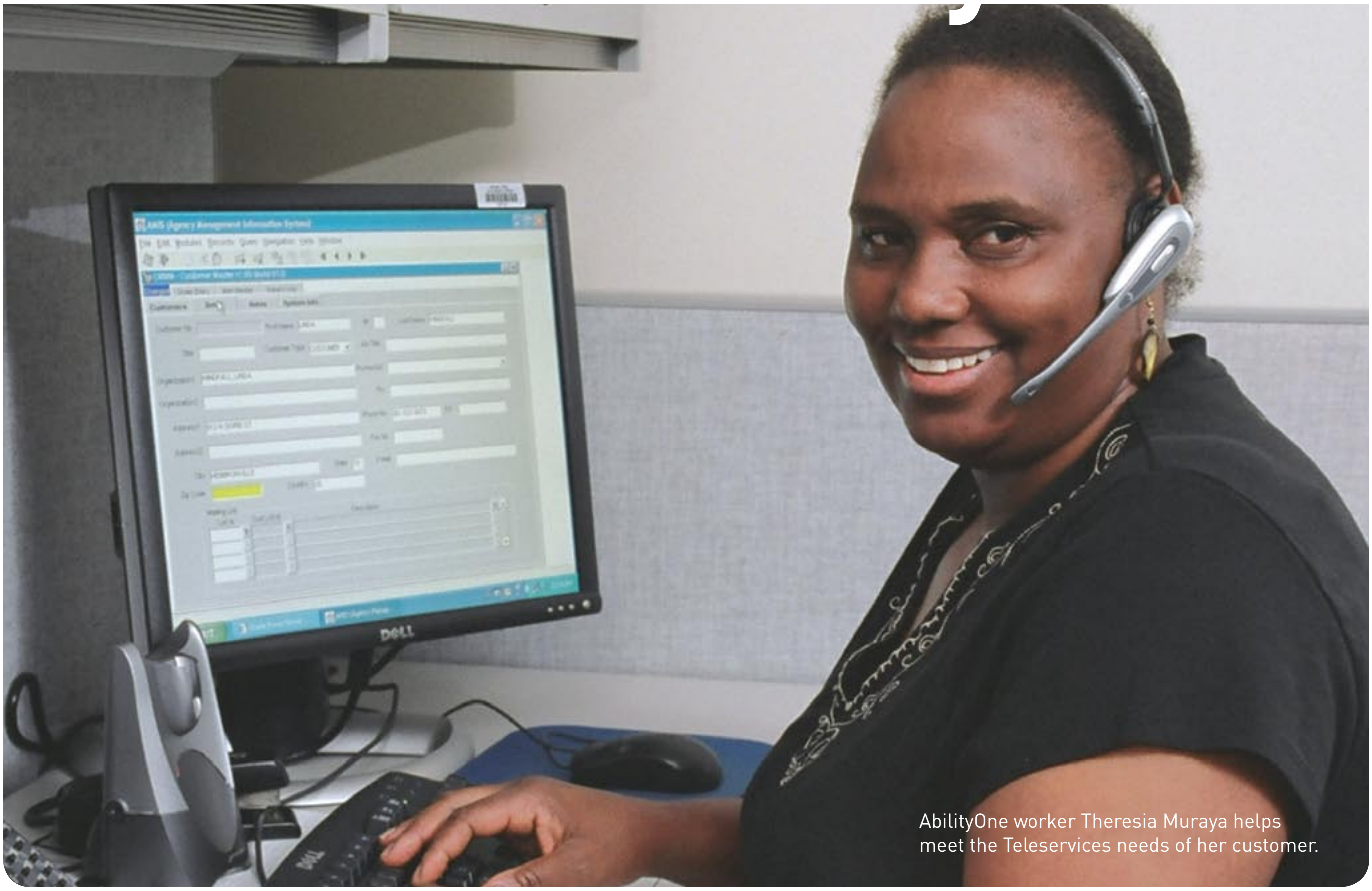

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Keith Dawson, *SENIOR ANALYST, FROST & SULLIVAN*

Hosted/SaaS vs. Premise: Pros & Cons

In these days of scary economic news (and 2009 budget planning that often reflects that uncertainty) many contact centers are considering a question that has been bubbling under the surface for a couple of years now. That is: Is it a good idea to offload some of the technological infrastructure to a hosted provider?

Every contact center is unique, so there are no set rules that govern the answer to that question. The issues that bear on that decision reflect corporate culture, budgets, internal purchasing dynamics and specific technology needs. To make matters more complex, what we define as a "hosted" solution can take several forms, each with its own distinct pros and cons. And the range of technologies that it's feasible to offload has expanded — it is possible to move almost everything from switching to CRM to some forms of workforce optimization into the cloud. Should you? That depends.

Factoring the Decision

The answers to all of these questions can be found by isolating and weighing some of the distinct factors that bear on your particular situation. Each contact center is a unique and beautiful snowflake; what makes sense in one case may be completely off-base in another. Here are some of the variables that you need to come to terms with.

The time horizon. This is perhaps the most important element to contend with, and is tied up with the question of which specific tool you are looking to acquire. For example, say you are at facing the end of life for your switch and are weighing different options for your routing fabric. It will be important to consider future growth scenarios in call volume, in customer expectations, in agent headcount — all of these things change the calculation of total cost of ownership of a system. Will you be using a platform for one year, as a bridge to IP? Or for three to five years? Will you be needing features that include remote or virtual agents and multi-site capabilities? Spec-ing out your future needs and when you might have to incorporate them into your framework becomes critical to deciding in-house or outside.

Moving certain tools off-premise is easier to ballpark. IVR systems and CRM software, for example, are easier to pilot and scale up or down, making them good candidates for "toe-in-the-water" experiments where the duration isn't so crucial.

Size of the deployment. Deploying hosted technology is not a binary, all or nothing choice. With certain technologies you can start small and gradually move upscale, depending on your needs. Of course, if you don't know how large you might need to grow, you may end up on the wrong side of the cost equation when you eventually do expand capacity.

Hosting is a good candidate for technologies that are new to you, that you may eventually want to invest heavily in, but not until you can build a business case that the features are actually useful. Remote agent management is one good example; many centers that want to implement a dispersed workforce run into limitations in their call recording or monitoring systems that prevent them from implementing their traditional quality programs across a virtual agent pool. Bringing in a hosted call recording platform can help determine the viability of an agent program, and act as a bridge until it is time to refresh the in-house platform.

Which leads directly to the next variable: Budgetary wiggle room. Why are you considering off-premising in the first place? Is it because you want to try something you're not currently using? Or because you need to grow/shrink/cut costs? The key to making this decision successful is knowing whether you are looking at hosting/leasing as a transition, or as a permanent shift in how you use technology.

IT interference & corporate buy-in. If you have come down on the side of making a permanent transition, then it is critically important to have the support of both the IT team and upper management. Moving to a cloud-based infrastructure to replace hardware requires IT to vet interoperability with other corporate systems, and to establish that there are appropriate security layers to the seam between the contact center's tools and the premise-based networks.

On the other hand, if you have an unfortunate relationship with your IT department, one in which they prevent the contact center from adopting tools that are needed to be more productive, then hosting may be just the trick for doing an end-run around them. Moving to a web-based software platform for your CRM, or for your voice front end may save you from having to go through a recalcitrant IT group every time you want to make a change to the system. It can save time and resources.

Security concerns. There is no question that certain applications in certain circumstances should not be removed from the premises without a very careful security inspection. Many companies, especially those in financial services and health care, have to follow guidelines regarding the dispersal of private customer information. If social security or credit card numbers are part of the normal data collection process, then a contact center needs to be sure to establish that the hosting partner you choose has the appropriate safeguards in place.

Intangibles. There will always be an x-factor that intrudes on the discussion of whether to host or stay on-premise. Sometimes it will be rational, other times less so. This includes questions of vendor preference; executive comfort level with lack of control; outright bias towards or against certain technology models. These may be in the mind of a decision-making individual, or weaved into a corporate culture; either way, they have to be reckoned with just as clearly as a cost or ROI factor. When confronted with an irrational intangible that weighs heavily against the contact center's preferred choice (pro or con), it helps to acknowledge that there are intangibles at work, and to gently try to quantify their effects in terms of costs and revenues.

Something Else to Consider

There are some problems that contact centers face that never seem to go away. Agent turnover is one. Improving customer satisfaction is another. At first blush, these things seem to have nothing to do with the question of where you locate your technology. Solving them really has more to do with fixing business processes (and building better ones) than it does with applying specific tools to the problems.

Empirically, we have more than 20 years of evidence that shows that premises-based technologies (by themselves) manifestly do not solve these structural endemic problems. It may be the case that removing technology management from the contact center's daily experience provides the window of opportunity to actually deal with those business processes. After all, creating workflows and managing people are what centers are genuinely good at. An argument can be made that hosting may be the next great transformative leap that allows contact centers to really engage with their employees and customers and leave handling the switch or the software to someone else.

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Boardroom REPORT

Stuart Granger

Nadji Tehrani, *CEO,*
Technology Marketing Corp.

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, Technology Marketing Corp. founder/chairman/CEO Nadji Tehrani interviews Stuart Granger, who is responsible for the management and direction of Genesys' Informiam Product Line. Prior to the acquisition of Informiam by Genesys, Stuart was a founding member, President and COO of the company.

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

SG: Informiam, a business unit of Genesys Telecommunications Laboratories, helps business people implement a top-down strategic structure to understand and optimize their business performance in all areas of customer service and contact center operations. This enables users to better understand critical business issues in real-time related to customer interactions, so that they can improve or correct performance.

NT: What are the greatest challenges that you and your company are facing?

SG: Our greatest challenge is to educate a market about a new way of conducting business. Most organizations struggle with dynamic environments, but they have never had real-time customer information or the ability to make adjustments as quickly as they would like. Today they manage the customer experience through methods that depend on legacy reporting and history. As customer service evolves from call centers with a transactional focus, to become an integral part of the business, with a strategic revenue focus, it's critical to manage differently. Ideally, legacy tactics can still be used for long term strategic forecasting and planning, but in the heat of the battle or in the middle of your business day, you need to be able to manage at the speed of the transaction and speed of the customer. Senior management teams are hungry for new technologies that help them link strategy with execution. Our products allow organizations to baseline their operational data against the policies and rules of the business which breathes life into raw data. Then, these products can help the business effectively understand and communicate in their own business terms where they are succeeding or failing — as it is happening — when actions are meaningful. Managing in hindsight is great for planning, but it won't help companies stop the bleeding when poor service can easily cause the loss of hundreds of customers or impact today's sales goals.

NT: What do you feel are practical solutions to those challenges?

SG: We see that customer service organizations, contact centers for lack of a better word, are still striving to become integrated into the broader business enterprise. One of their primary challenges has been the lack of business-focused information so that contact center operations are part of the feedback loop within the larger organization that benefits both the contact center and the entire enterprise.

We feel we bring a set of practical solutions to solve this problem. First, we provide business focused data. We allow you to see your business and understand it the way your business is organized. Our meta-data architectures allow people to consolidate data points to understand and manage key success factors in a customer service environment the way they operate their business as opposed to typical transactional systems. For example, a credit card banking line-of-business executive can quickly see and understand the service being delivered for all his customer segments and be able to discuss service issues intelligently with contact center operations management.

Second, we allow organizations to move that information around the organization in real-time through a series of dynamic displays. Business and operational people can focus on the areas of the business for which they are responsible and can view customer interaction information according to business structure, such as by line of business, geography, customer type, or whatever organization makes sense to the business.

And finally, by offering real time information that is actionable, we help organizations understand business challenges as they are occurring throughout their business day. This enables them to take immediate and direct actions to resolve customer service issues while they are smoldering and well before they become raging fires. This a major difference between a real time and a traditional historical approach.

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

SG: We strongly believe that business executives today are seeking and need greater

transparency into business operations. Transparency provides a linkage between strategic initiatives that are being decided at executive and boardroom levels and the ability to understand the execution of those strategies as they waterfall down through the organization to frontline management. The Informiam Product Line brings a uniform transparent view of information in real time that is as applicable to a C-level officer as it is to a front line supervisor managing agents.

We are seeing many examples of where customer service and its associated challenges are being recognized at the senior level. Based on impact to revenues, loyalty, retention, and the ability to up sell and cross sell existing customers, the strategies being carried out by customer service management and their teams are getting direct attention from senior management. New technologies can effectively link the 'business' with operational customer interaction initiatives.

NT: Tell us about new developments in your company.

SG: Informiam, located in Atlanta, Georgia, began as the pioneer of software that allows all levels of customer service personnel to see key performance indicators in real-time and take immediate corrective action to resolve issues before they impact the customer. Following the acquisition by Genesys in December of 2007, developments at Informiam are numerous. We continue to be on the leading edge to create new product features that allow organizations to effectively work, share and collaborate on issues that are effecting customer service operations in real time. Genesys extensively vetted the marketplace and found a match between Informiam's organic initiatives prior to acquisition and Genesys's Dynamic Contact Center strategy. As an established leader in customer service, Genesys via Informiam will provide analytics led action management capabilities for the virtual contact center. We believe the combination of Genesys and Informiam creates a very powerful and market leading set of products in the customer service business today.

NT: How would you describe the current status of the customer interaction/ CRM (or teleservices) business?

SG: In a word, disruptive. We're seeing a fairly broad sea-change with the implementation of VoIP (voice over IP) technologies and related areas such as home-based agents. The technologies outlined throughout this magazine are creating tremendous pressures on the customer service management infrastructure to deliver on the service vision while obtaining the promised costs savings from the virtual contact center. In a day of home-based agents, virtualized IP environments, etc., the management styles that worked in the 80's and 90's when you were able to get up and walk around and talk to your agents and physically see them are gone. This model needs to be replaced with real time, focused business systems that allow companies to operate effectively on an enterprise virtual level. The Informiam product suite enables all management levels of the virtual contact center to work together in a collaborative manner, solve problems quickly, and understand the strategic vision through consistent top down business rules and information displays geared for each type of user.

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

SG: Even in the current economic climate, the customer service industry continues to pick up speed. In other words, everything must be processed and delivered faster. Customers are looking for as close to instantaneous satisfaction or instant gratification of their experience as possible. Best-of-breed providers will continue to up-the-ante on the speed that their able to resolve or satisfy customer issues. This will continue to drive virtualization.

Many of the business practices that were originally developed for the contact center which were designed around everyone being in one building and teams being associated around managers and so forth will continue to dissolve and the business will move towards a virtualized environment of both organic, as well as, outsourced resources. Therefore, the management systems and strategies put in place to manage the old contact center model will continue to be less and less effective. As we move forward, solutions like the Informiam Product Line that enable next generation management models and support new roles such customer experience executive management will continue to rise in popularity in the marketplace.

NT: What significance do the following in the customer interaction industry (VoIP, Home Agents, Hosted Solutions Delivery)?

SG: VoIP – We talked about VoIP and the opportunities and new demands that are brought about by virtualization of resources. While there are great opportunities, there are as many challenges and technology can play a significant role in helping organizations to obtain and leverage the rewards promised during implementation of the virtual contact center.

Home Agents – Home agents present a related challenge that extends from the virtual contact center. With more flexible workforces also comes the challenges of understanding agent performance in real-time. Management must be able to ensure that appropriate resources are in place and are conducting business as planned.

Specifically, Informiam's Frontline Advisor and Agent Option modules allow real time management of all agents - whether they are home or center based – and not only manages state and performance based measurements but also has the ability to look at behavioral elements of the experience such as: long calls, short calls, abandons, transfers to improper extensions, all of the issues that if not measured can really degrade the customer experience.

Hosted Solutions Delivery – Hosted offering will dramatically rise in our industry over coming years. The Informiam Product Line is actively involved in offering itself to that environment. We are perfectly suited to a SaaS type deployment based on our web-based, 'n'-tiered architecture and our corresponding mission to optimize the virtual contact center.

NT: Thank you for your time.

By Joe Fleischer

Expectations and Resolutions at the End of a Challenging Year

Why now is the time to invest in service

Until the middle of this decade, the most visible displays of real-time data in call centers were from readerboards and wallboards that contain light-emitting diodes (LEDs). The types of electronic displays you now find in call centers are far more versatile, and they can present information from more sources, than LED models. Yet despite these advances, call centers primarily track real-time data not to improve their ability to plan

When we say that someone in a position of responsibility within an organization has vision, we often mean that this person has clear goals for what the organization can achieve, and can lead the organization toward meeting these goals. Those with vision recognize that their aim is not to predict what lies ahead, but rather to evaluate their priorities in light of what they see in front of them. For customer care leaders, who have chosen a profession that requires them to adapt to unpredictability, vision is precisely what their organizations expect of them now.

During the downturn this year, many organizations, either through their own actions or as a result of the actions of others, have lost many of the resources they expected would enable them to achieve their goals. It can seem difficult to project a vision for the future when you don't know if your organization will have the means to survive for the present. Adversity forces us all to take stock not only of where we work but also what we do and what our priorities need to be. In an environment where many people feel forced to lower their expectation, now is the time to invest, rather than cut back on, service.

Chances are that, despite the economic slump, your primary investments continue to be in people. It's likely that you seek different combinations of skills among the agents you hire, and you seek different methods to develop these skills, than you did ten years ago. What hasn't changed is that equipment and software are replaceable, but service has no shelf life.

What should call centers plan to invest in during 2009? As we've learned during this downturn, a characteristic of solid organizations is that they have a foundation from which they measure performance. To justify their investments in people, call centers will have to demonstrate how the ways they hire, train, coach and evaluate agents contribute to the performance of the entire company.

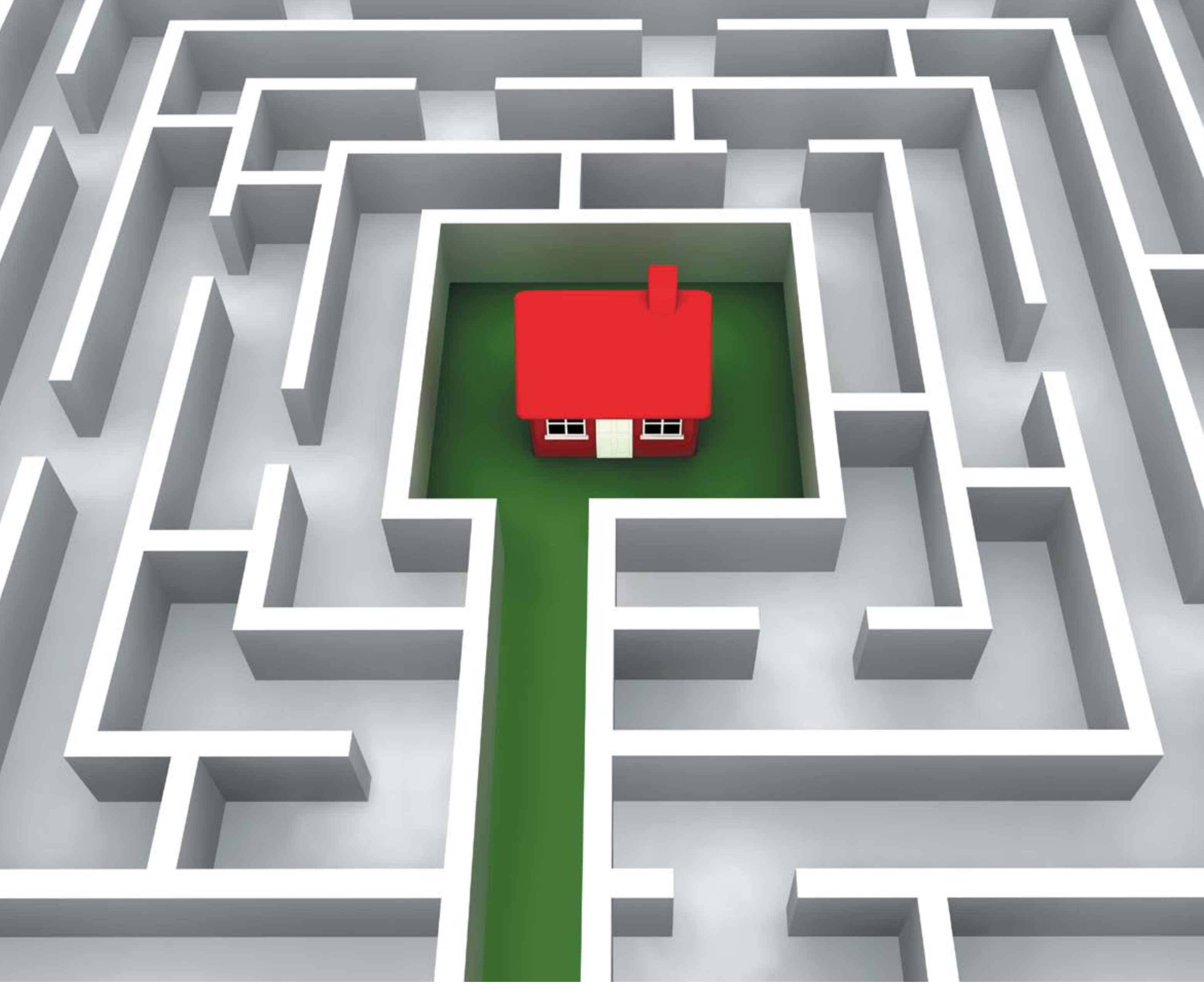
None of these endeavors occurs in isolation. If you can show, for example, that your method of training agents has a demonstrable effect on your company's ability to retain customers, you safeguard your investment in agents who, in turn, protect your most vital source of revenue. That's especially important if your company is within an industry, as is the case with providers of wireless services, where keeping customers is a challenge even in good economic conditions.

As performance management emerges as a priority within organizations, it becomes necessary for customer care leaders to invest in relationships they maintain within their organizations. If they aren't already doing so, now is the time when customer care leaders need to start collaborating with colleagues in human resources, IT, training and finance to identify what aspects of service they can automate without alienating customers, and what aspects of live service could be better. There are many types of transactions that customers are willing to complete on-line or through an interactive voice response system, as long as they know they can reach knowledgeable people when they need help. Performance management is the principle that guides organizations that learn from their experiences of hiring, evaluating and training agents how to improve service.

When resources are scarce, organizations have little choice other than to scale back. But service is essential for an organization's survival; it is not a luxury. Just as call centers, like many organizations, can run the risk of overspending in boom times, they can also make the fatal mistake of neglecting vital investments during tough times. They decide not to upgrade their infrastructure or their software, which costs them far more in lost productivity than the expenses they would have incurred had they upgraded. They cut their customer service teams to the bone, and then lack the resources they need to assist the customers who remain. They behave as though a recession is an entirely external phenomenon, and assume there is nothing they can do to make existing processes, like gathering or disseminating information about agents' performance, more efficient.

It doesn't have to be this way. Your most important investments are the time and effort you devote, in collaboration with your colleagues, to learning from customers what it takes to earn their trust. At a time when consumers are uncertain about the solvency of the institutions they have come to rely on, your dedication to service demonstrates your vision for your organization and justifies your customers' investment in the work you do.

Joe Fleischer has written about the call center industry for more than 12 years. With Brendan Read, he co-authored the book The Complete Guide to Customer Support.



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147. Speech- & Voice-to-Text Recognition
148. Standards Organization
149. Systems Integration
150. Telemarketing Software
151. Telephone Monitoring Services
152. Testing Products/Services
153. Toll-Fraud DetectionTraining
155. Books/Workbooks
156. Interactive/Computer Training
157. TSR/Management Training Services
158. Video Training
159. Unified Messaging

Voice Messaging Products
160. Integrated
161. Voice Mail

Voice Products
162. Application Generator
163. Application Software
164. Data/Voice Line Equipment
165. Hardware
166. IVR Products
167. Text-to-Speech Conversion
168. Tool Kits
170. Voice Recognition
171. Workforce Management Software
173. Compliance Technologies & Solutions

172. Other

Alphabetical Listings

01 Communique (C)
905-795-2888
www.01com.com
Products/Services: 95,140

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

411XML (S)
800-396-3179
www.411xml.com
Products/Services: 05,118,120,121,122

811MSi Software 2004 Inc. (S, C)
772-388-1073
www.811msi.ca
Products/Services: 88,114,136,151
Other: Telcom Bill Management

A

Aastra (M, C)
800-468-3266
www.aastrausa.com
Products/Services: 7,22,107,135,166

AbilityOne
8401 Old Courthouse Road
Vienna, VA 22182
(800) 999-5963
(703) 849-8916
For federal and DoD customers seeking Contact Center Services, the AbilityOne Program offers quality standards, customer satisfaction scores and productivity levels that are unmatched within the teleservices industry. Today, approximately 1,000 people with disabilities handle volumes exceeding 17 million annual contacts. Specialties include switchboard and answering services, help desk, technical support, warehousing and distribution, dispatch and more. AbilityOne is the largest source of employment for people who are blind or have other severe disabilities in the United States. Our national network of more than 600 nonprofit agencies (NPAs) provides quality goods and services at a fair market price.

ac2 Solutions (C)
732-583-1919
www.ac2solutions.com
Products/Services: 46,136,171

Accudata (S)
972-390-2610
www.accudatatech.com
Products/Services: 55,117,121,122,134

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

Acredo Technologies, Inc. (Acredo) (S)
850-266-7121
www.acredo.us
Products/Services: 1,8,18,20
Other: Hosted Internet Phone Service

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

Active Voice, LLC (M)
206-441-4700
www.activevoice.com
Products/Services: 77,159,160,161,166

ADOS Corporation (M)
919-465-9930
www.ados.com
Products/Services: 173,111
Other: Document Management

ADTRAN, Inc. (M)
256-963-8000
www.adtran.com
Products/Services: 20,29,31,71
Other: Managed Ethernet Switches

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

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

Aerotek Professional Services (S)
7301 Parkway Dr.,
Hanover, MD 21076
Contact: Jeremy Feldmann
847-653-1207
www.aerotek.com
jfeldman@aerotek.com
Products/Services: 98,99
Aerotek Professional Services specializes in staffing all levels of skilled personnel for Inbound, Outbound and Blended Contact Centers across multiple industries. Whether you are meeting the demands of your busy season or searching for permanent employees, we can provide the staff to support your project needs or long-term assignments. Our recruiters are trained to find the best and brightest employees in your field through our established network of qualified candidates. Aerotek operates more than 150 offices non-franchised offices throughout the United States, Canada and Europe.

Affinitas Corporation (S)
440-653-9166
affinitas.net
Products/Services: 59,130,132,133

Agilent Technologies (M)
970-679-5397
www.agilent.com
Products/Services: 152

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

Aiko Solutions (C)
+442078712929 x29
www.aikosolutions.com/
Products/Services: 42,91,144

AIM Technology (C)
415-692-5580
www.aimtechnology.com
Products/Services: 136
Other: Contact Center Analytics

AiTech (V, S)
952-829-5511 x201
www.aitech.net
Products/Services: 20,29,103,104,146

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

Alexander Resources (S)
972-818-8225
www.alexanderresources.com
Products/Services: 43,46,66,156
Other: Cellular & Wireless Training

Allegiance, Inc. (C)
801-617-8034
www.allegiance.com
Products/Services: 51,52
Other: Enterprise Feedback Management (EFM) solutions

Alloy Software
800-810-9020
www.alloy-software.com
Products/Services: 95

Alta Resources (S)
877-934-6377
www.altaresources.com
Products/Services:
130,131,132,133,135

Alteva (S)
877-258-3722
www.altevatel.com
Products/Services: 12,25,44,104
Other: Hosted VoIP solutions

Altitude Software (C)
905-479-2655
www.altitude.com
Products/Services: 7,22,49,57,143

Altivon (V)
602-440-1100
www.altivon.com
Products/Services: 7,20,160,166

AMC Technology (C)
804-915-0520
www.amctechnology.com
Products/Services: 49,53,73,149
Other: Telephony Contact Center and CRM Integration Software

AMCAT Software (M, C)
800-364-5518
www.amcat.com
Products/Services: 7,20,47,57,150

American Teleservices Association
317-816-9336
www.ataconnect.org
Other: Teleservices networking, professional & business development, & compliance

americon (M, V)
707-539-3321
www.controlroomsusa.com
Products/Services: 128,149
Other: Control room furniture, video display systems

Amtech Marketing, Inc. (S)
303-814-1379
www.amtechmarketing.com
Products/Services: 46,156,157

AMTELCO (M, C)
800-356-9148
www.amtelco.com
Products/Services: 95,159,160,169
Other: RED ALERT – Rapid Emergency Deployment system

AnswerNet Network (S)
609-921-7450
www.answernet.com
Products/Services: 61,130,132,133,134

APEX Voice Communications (M)
818-379-8400
www.apexvoice.com
Products/Services: 17,45,159,166,162

Aplicor Inc. (M, C)
561-347-0300 x101
www.aplicor.com
Products/Services: 52,53,86,94,142

Appia Communications (S)
877-277-4297
www.appiaservices.com
Products/Services: 18,19,20,24,52

Aricent (C)
650-391-1605
www.aricent.com
Products/Services: 11,30,31,149,152

ASC telecom L.P. (M, S)
201-252-3001
www.asctelecom.com
Products/Services: 123,136,151,170

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

Aslan Training & Develop-ment (S)
770-690-9616 x104
www.aslantraining.com
Products/Services: 46,156
Other: Call Center Sales/Customer Service Training

Aspect Software Inc (S, C)
888-412-7728
www.aspect.com
Products/Services: 7,57,166,171
Other: Unified Communications Software

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

Astute Solutions (C)
614-508-6100
www.astutesolutions.com
Products/Services: 52,53,107,111,114

Asujo Consulting (V, C)
786-924-6124
www.asujo.com
Products/Services: 11,12,20,46,53

At Random Communications (S)
860-567-3733
arllc.com
Products/Services: 151
Other: Mystery Shopping

Attachmate (C)
206-217-7100
www.attachmate.com
Products/Services: 107,111,143,149
Other: Unified Desktop / Desktop Integration Solutions

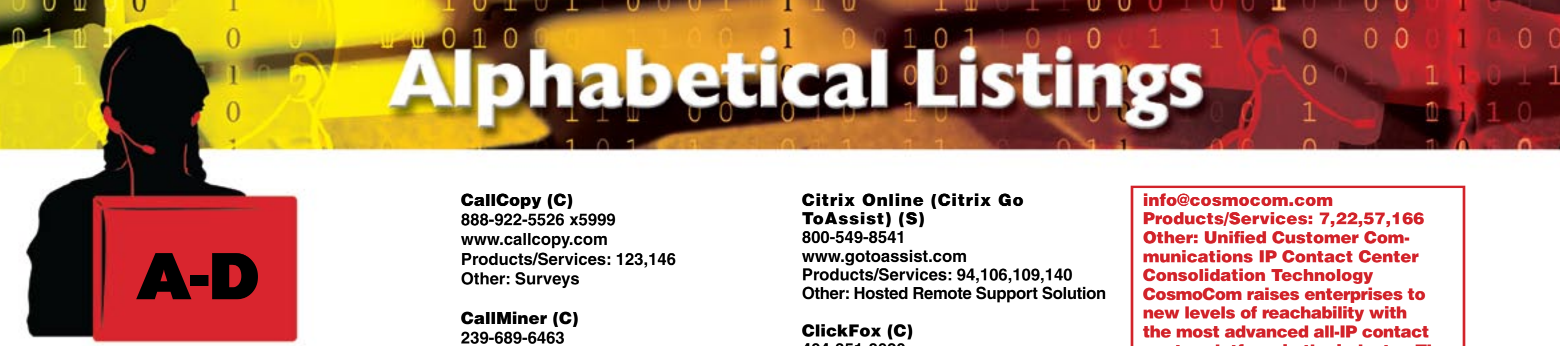
AudioCodes (M)
408-441-1175
www.audiocodes.com
Products/Services: 31,104,159

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

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

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

Alphabetical Listings



A-D

AXIOM Sales Force Development (S)
904-303-5804
www.AXIOMsfd.com
Products/Services:
154,155,156,157,158

B

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

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

BBN Technologies (S, C)
617-873-1600
www.bbn.com/avoke
Products/Services: 46,51,136
Other: Caller Experience Analytics

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

Bilingual Corporation (S)
305-938-0660
www.bilingualtelemarketing.com
Products/Services: 55,112,130,132,133

BrandonWayne Group (S)
800-946-2693
www.callcenterworkforce.com
Products/Services: 96,98,99

Brekeke Software, Inc. (C)
650-401-6636
www.brekeke.com
Products/Services: 20,44,104,107,166

C

Cacti, Inc. (M, C)
866-34C-ACTI
www.cacticom.com
Products/Services: 173,51,123,136
Other: Contact Center Recording & QA

Calabrio (C)
763-592-4600
www.calabrio.com
Products/Services: 173,49,136,171
Other: Quality Management Software

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

CallCenterClassifieds.com (S)
800-946-2693
www.CallCenterClassifieds.com
Products/Services: 98
Other: Call Center Job Board

CallCenterJobs.com (S)
888-353-7529
www.callcenterjobs.com/clickthru.cfm?LID=6397
Products/Services: 46,96,98,99,145

CallCopy (C)
888-922-5526 x5999
www.callcopy.com
Products/Services: 123,146
Other: Surveys

CallMiner (C)
239-689-6463
www.callminer.com
Products/Services: 51,136,147,170
Other: Speech analytics

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

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

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

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

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

Cbeyond (S)
678-370-2437
www.cbeyond.net
Products/Services: 77,103,104,146,160

CDC Software - Respond (C)
770-351-9600
www.cdcrespond.com
Products/Services: 51,53
Other: Enterprise Feedback Management

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

CFI Group (S)
734-623-5425
www.cfigroup.com
Products/Services: 46,51,53,76,136

Cicero, Inc. (C)
919-380-5092
www.ciceroinc.com
Products/Services: 149

Circumference Technology Services, Inc. (S)
877-882-9253
www.circumference.ca
Products/Services: 107,130,133
Other: Hosted Contact Center Solutions

Cisco Systems (M)
408-902-3530
www.cisco.com/go/cc
Products/Services: 7,20,22,57,166

Cistera Networks (S)
972-381-4699
www.cistera.com
Products/Services: 173,44,159,166,167

CITEL Technologies (M, C)
877-248-3587 xsales
www.citel.com
Products/Services: 31,104,115
Other: Digital-to-analog voice recording signal translation

Citrix Online (Citrix Go ToAssist) (S)
800-549-8541
www.gotoassist.com
Products/Services: 94,106,109,140
Other: Hosted Remote Support Solution

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

Co-nexus, Inc. (C)
713-934-3902
www.4cxm.com
Products/Services: 53,123
Other: Recording and Quality Monitoring

CobbleSoft International Ltd. (S, C)
877-627-2441
www.cobblesoft.com
Products/Services: 173,53,95,111,114

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

Collaboration Technologies (C)
+525556300257
www.collaborationtechnologies.co.uk
Products/Services: 7,49,53,57

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

CommuniGate Systems (C)
800-262-4722
www.communigate.com
Products/Services: 20,25,27,101,104

ComplianceBridge Corporation (S, C)
800-317-2820
www.compliancebridge.com
Products/Services: 173,97,120,148

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

Concentric, An XO Communications Service (S)
866-500-9696
www.concentric.com
Products/Services: 102,103,110,111
Other: Web Hosting, Email and Domain Name Registration

Concord Technologies (S)
305-947-2224
concordfax.com
Other: Internet Faxing Services

ConnectByNet (V)
310-920-5621
www.connectbynet.com
Products/Services: 20,25,31,46,104

Convertec Business Solutions (S)
888-745-4099
www.convertecsolutions.com
Products/Services: 44,130,131,133,134

CorpoCall (S)
786-427-6666
www.corpocall.com
Products/Services:
130,132,133,134,135

CosmoCom™

CosmoCom (C)
121 Broad Hollow Rd.,
Melville, NY 11747
Contact: Sales
631-940-4200
www.cosmocom.com
info@cosmocom.com
Products/Services: 7,22,57,166
Other: Unified Customer Communications IP Contact Center Consolidation Technology
CosmoCom raises enterprises to new levels of reachability with the most advanced all-IP contact center platform in the industry. The global leader in Contact Center Consolidation 2.0, CosmoCom enhances the customer experience with a lower TCO and more favorable ROI than any comparable system. Consolidation 2.0 enabled by CosmoCom is available as a premise-based platform and as a hosted service from top global service providers. Consolidation 2.0 encompasses: all contact center functions; multiple locations with any combination of onshore, offshore and home; formal and informal agents; captive and outsourced operations; multi-channel communication; and multiple applications. CosmoCom customers include Fortune-class enterprises worldwide and service providers such as BT, KPN, NTT, Tata, Verizon and many others. It is the most-selected provider of hosted contact center platforms worldwide.

CRMlandmark.com (S)
561-702-8466
www.crmlandmark.com
Products/Services: 9,46,52,53,70

CrossTec Corp. (M, C)
800-675-0729 x117
www.crossteccorp.com
Products/Services: 24,95,140,143,171

Customer Insight Group, Inc. (S)
303-422-9758
www.customerinsightgroup.com
Other: CRM Strategy

Customer Relationship Metrics (S)
336-288-8226
www.metrics.net
Products/Services: 46
Other: External Quality Monitoring

CyberTech North America (M, C)
800-717-1808
www.cybertech-na.com
Products/Services: 173,51,123,136,147

D

Dataupia
617-301-8400
www.dataupia.com
Products/Services: 173,54
Other: Data Warehouse

Dialexia Communications Inc. (M, C)
514-693-8500 x214
www.dialexia.com
Products/Services: 11,20,26,30,45

Digital Antenna (M)
954-747-7022
www.digitalantenna.com
Other: Cell Booster and Antenna Manufacturer

Dirigosoft Corporation (S, C)
877-870-1234
www.dirigosoft.com
Products/Services: 20,115

Dynamic Network Factory (M)
510-265-1122
www.dnfcorp.com
Products/Services: 71
Other: Data Storage

E

e-Glue (C)
201-217-0022 x18
www.eglue.com
Products/Services: 51,53,68,136
Other: Real Time Interaction Management

e-Services Group International (S)
918-335-2522
www.e-servicesgroup.com
Products/Services: 130,133,134,135
Other: Customer Care

Echo by BenchmarkPortal (S)
805-614-0123 x36
www.echoinformation.com
Other: Customer Satisfaction Solution

Echopass (S)
877-419-0908
www.echopass.com
Products/Services: 22,53,71,166
Other: SAS70 Certified

eGain Communications (S, C)
650-230-7500
www.egain.com
Products/Services: 74,73,111,109,114

Electronic Voice Services (M, C)
972-713-6622
www.evs7.com
Products/Services: 33,56,57,150,161

Empereon Marketing (S)
602-889-3655
www.empereonmarketing.com
Products/Services: 130,132,133,134,135

Empirix (S, C)
781-266-3379
www.empirix.com
Products/Services: 14,50,123,136,152

Encore Networks (M)
703-318-4366 x4366
www.encorenetworks.com
Products/Services: 29,71,140,144

Endeavor Telecom (S)
678-460-2500
www.endeavortelecom.com
Other: CPE Installations, Inside Wiring, Trouble Tickets, Site Surveys

Enteractive Distribution Co. (V)
860-236-8600
www.enteractive.com
Products/Services: 156

Envision (C)
206-225-0800 x500
www.envisioninc.com
Products/Services: 46,123,156,171
Other: Business Intelligence

ESQUBE Communication Solutions (S, C)
+80 57672396 x26
www.esqube.com
Products/Services: 13,20,24,27,30

etalk Corp. (C)
800-835-6357
www.etalk.com
Products/Services: 173,51,114,123,136

eTelecare International (S)
480-707-5414
www.etelecare.com
Products/Services: 94,130,132,133,135

EventHelix.com Inc. (C)
240-274-1453
www.eventhelix.com
Products/Services: 13,14

Excell Agent Services (S)
602-808-1511
www.excellsvcs.com
Products/Services: 52,70,130,132,134

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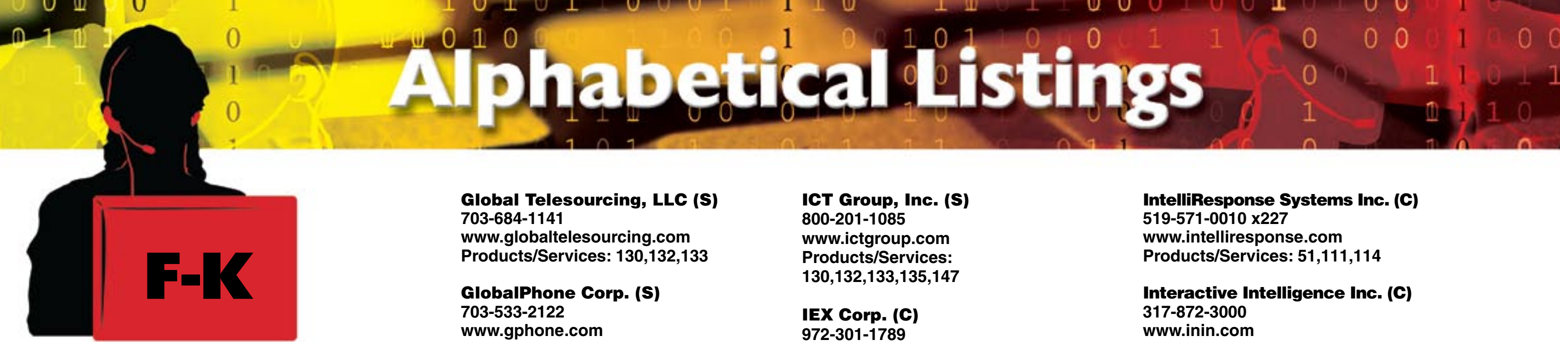

Alphabetical Listings

F-K

expertvendor.com (S)
630-882-9118
www.expertvendor.com
Products/Services: 46,70,130,133,134

F

FacetCorp (M)
800-235-9901
www.facetcorp.com
Products/Services: 20,25,30,49,115

Five9, Inc. (S)
925-201-2000
www.five9.com
Products/Services: 7,18,56,57,58

FOQUEST (V, S)
781-245-7770 x2
www.foquest.com
Products/Services: 46,54,144,149
Other: Biometrics and Data Security

Forum Communications International (M)
972-680-0700 x1601
www.forum-com.com
Products/Services: 44,71,104,109
Other: Emergency Conferencing/
Converged Conferencing

Fused Solutions (S, C)
315-265-3400
www.fusedsolutions.com
Products/Services: 52,94,111,130
Other: Hosted & Enterprise CRM/
Knowledgebase Management software

Fuze Digital Solutions (S, C)
425-649-1246
www.fuze.com
Products/Services: 47,52,107,111,114

G

GC Services (S)
713-777-4441
www.gcserv.com
Products/Services: 16,130,132,133,134

Genesis Telemanagement, Inc. (S)
877-204-5800 x111
www.gen-tm.com
Products/Services: 124,125,126,127
Other: Offsite Telecommunications
Management

Genticity (C)
404-307-2201
www.customer1.com
Products/Services: 22,51,107,111
Other: CRM for the Call Center

Gigamon (M)
408-263-2022
www.gigamon.com
Products/Services: 24,123,144,149

Givex (S, C)
877-478-7733
www.givex.com
Products/Services: 149
Other: Gift Cards, Loyalty Cards, Stored
Value, Coupons, Payment Systems

Global Telesourcing, LLC (S)
703-684-1141
www.globaltelesourcing.com
Products/Services: 130,132,133

GlobalPhone Corp. (S)
703-533-2122
www.gphone.com
Products/Services: 18,20,31,108,127

GM Voices, Inc. (S)
770-752-4500
www.gmvoices.com
Products/Services: 46,129,166
Other: voice and audio recording

GMT Corp. (C)
770-416-6000
www.gmt.com
Products/Services: 76,171
…

GN US Inc. (M)
603-864-6512
www.jabra.com
Products/Services: 92

GoHello (S, C)
0207 100 2525
www.gohello.com
Products/Services: 19,27,32,166
Other: Virtual PBX/ALLmobile telephony

GTek (M)
972-200-4472 x111
Products/Services: 18,20,25,31,91

GWI Software (M, C)
360-397-1020
www.GWI.com
Products/Services: 95

GyrusLogic (S, C)
602-432-1995
www.gyruslogic.com
Products/Services: 111,166,162,163
Other: Natural Language Understanding software

H

HarrisData (C)
800-225-0585
www.harrisdata.com
Products/Services: 76

HigherGround Inc. (C)
818-456-1600
www.highergroundinc.com
Products/Services: 12,123,136,151
Other: Liability Recording, Agent
Evaluation

HouseCalls Audio Tour (S)
888-817-1860
www.housecallsaudiotour.com
Products/Services: 1,111,131,166

HTK (S)
+44 (0) 870 600 2311
www.htk.co.uk
Products/Services: 19,131,147,160,166

Human Resource Management Center (S, C)
480-988-5597
www.hrmc.com
Products/Services: 14,96,98,163,171

Human Technologies Global, Inc. (S)
845-228-6165
www.human-technologies.com
Products/Services: 46,97,155,156,157

I

I.S. Associates, Inc. (S, C)
800-583-3440 x142
www.isassoc.com
Products/Services: 11,12,52,53,111

ICT Group, Inc. (S)
800-201-1085
www.ictgroup.com
Products/Services:
130,132,133,135,147

IEX Corp. (C)
972-301-1789
www.iex.com
Products/Services: 46,53,111,136,171

inContact, Inc. (UCN) (S)
801-320-3200
www.inContact.com
Other: ACD, IVR, CTI, Hiring, eLearning,
Feedback/Surveys, WFM, Connectivity

Influent Inc. (S)
800-856-6768 x3050
www.influentinc.com
Products/Services: 46,130,132,133,135

InfoCision Management Corp. (S)
866-670-4IMC
www.infocision.com
Products/Services: 55,61,64,130,133

Infor (C)
678-319-8000
www.infor.com/inforcrm
Products/Services: 51,53,55,73,142

Information Access Technology (C)
800-574-8801 x260
www.iat-cti.com
Products/Services: 19,49,57,58,166

Informiam (M, C)
972-839-4129
www.genesyslab.com/products/
informiam.asp
Products/Services: 47,51,114,136,171

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

Infusion Software (S, C)
480-682-6765
www.infusionsoft.com
Products/Services: 53,55,63,73,142

Ingate Systems (M)
603-883-6569
www.ingate.com
Products/Services: 140,144
Other: SIP trunking, SIP Firewalls and
SIParators, NAT traversal,
remote connectivity

Inova Corp. (M, C)
800-686-8774
www.inovasolutions.com/call-
center-reporting/
Products/Services: 5,47,107,136,149

InsideSales.com (M, C)
866-342-5370
www.insidesales.com
Products/Services: 47,53,56,63,68

InSO International Call Center (S)
626-531-6080
www.inso.us
Products/Services: 61,130,133,134,135

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

Intelemedia Communications, Inc. (S)
972-300-2150
www.intelemedia.com
Products/Services: 7,131,134,166
Other: Hosted Contact Center

Intelenet Global Services (S)
972-712-7426
www.intelenetglobal.com
Products/Services: 46,87,89,130,134

IntelliResponse Systems Inc. (C)
519-571-0010 x227
www.intelliresponse.com
Products/Services: 51,111,114

Interactive Intelligence Inc. (C)
317-872-3000
www.inin.com
Products/Services: 7,22,27,111,166

Interactive Softworks, Inc. (C)
678-762-9112
www.interactivesoftworks.com
Products/Services: 22,56,57,58,149

Interactive.com (S)
617-354-8585
www.interactive.com
Other: E-mail marketing solution

InterfaceSERVICES (S)
770-975-4823
www.interfaceservices.net
Products/Services: 13,145

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

InternationalFoneNumbers.com (V, S)
213-452-1505
www.tollfreeforwarding.com
Products/Services: 1,19,100,117
Other: International Phone Numbers

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

Intuitive Voice Technology (M, C)
602-249-5750
www.intuitivevoice.com
Products/Services: 20,29,44,115,161

Invest In Guatemala (S)
+502-2421-2484
www.investinguatemala.org
Products/Services: 130,132,133,135

InVision Software AG (S, C)
630-799-8370
www.invisionwfm.com
Products/Services: 171

IPitomy Communications (M, C)
941-306-2200
www.ipitomy.com
Products/Services: 7,20,31,104,115

IQ Services (S)
612-243-6700
www.iq-services.com
Products/Services: 14,50,104,123,152

J

J. Patrick & Associates
973-964-9393
www.jpatrick.com
Products/Services: 98

Jacada (C)
800-773-9574
www.jacada.com
Products/Services: 107,111,142,149
Other: Unified Agent Desktop

K

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

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K-O

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

KnoahSoft (S, C)
701 N. Green Valley Pkwy., Ste. 200
Henderson, NV 89074
Contact: Walter Kenrich
702-990-3022
www.knoahsoft.com
info@knoahsoft.com
Products/Services:
7,173,47,51,136
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Knova Software, Inc. (C)
800-572-5748
www.knova.com
Products/Services: 53,95,107,111,114

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

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

Kunnect (S)
888-586-6328
www.kunnect.com
Products/Services: 7,20,56,57,124

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

L

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

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

Lester Inc. (S)
203-488-5265
www.lesterusa.com
Products/Services:
130,132,133,134,135

LiveVox, Inc. (S)
610-639-1760
www.livevox.com
Products/Services: 7,11,12,16,166

Loquendo (C)
212-310-9075
www.loquendo.com
Products/Services: 166,167,170

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

Lynk Software, Inc. (C)
480-998-1933 x1272
www.lynksoftware.com
Products/Services: 173,47,52,53,54

M

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

MarkeTel Systems Ltd (M)
306-359-6893
www.marketelsystems.com
Products/Services: 7,47,57,133,150

MarketMakers Group, Inc. (S)
610-254-8924
Products/Services: 121,133
Other: Outbound b2b teleservices

Mercom Systems, Inc. (C)
201-507-8800 x158
www.mercom.com
Products/Services: 46,123
Other: Enterprise Recording Solutions

Metro One (S)
503-524-1204
www.metro1.com
Products/Services: 130,133

MicroAutomation (S)
678-401-8180
www.microautomation.com
Products/Services: 7,48,149,166,170

Mindshare Technologies (S)
800-634-5407
www.mshare.net
Products/Services: 136
Other: automated post-call customer survey solutions

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

Mirapoint (S)
408-720-3700
www.mirapoint.com
Products/Services: 173,71,73,144
Other: Email Security, Email archiving, Email reporting

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

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

Multi-Tech Systems, Inc. (M)
800-328-9717 x5200
www.multitech.com
Products/Services: 29,31,37,101,104

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

N

Narragansett Technologies (C)
35361234500
www.narragansett.ie
Products/Services: 51,55,68,73,119

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

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

NCO Group, Inc (S)
800-220-2274 x2139
www.ncogroup.com
Products/Services: 16,130,132,133,134

NET Quintum (M)
732-460-9000 x238
www.quintum.com
Products/Services: 31,159

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

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

NetOffice Corp. (V, S)
866-206-1874
www.netoffice.com
Products/Services: 12,19,127,142,159

NetOp Tech (M)
312-376-0510
www.netoptech.com
Products/Services: 24,95,107,140,144

NetSuite (S, C)
650-627-1000
www.netsuite.com
Products/Services: 52,63,76,142
Other: Accounting, Ecommerce

Network Direct, Inc. (S)
818-908-4000 x4680
www.networkdirectinc.com
Products/Services: 46,130,132,133,151

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

NextCentra Integrated Communications Solutions (V, C)
(786) 206-1393
www.nextcentra.com
Products/Services: 20,46,166,162,168

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

Noble Systems Corporation (C)
888-866-2538 x300
www.noblesys.com
Products/Services: 7,173,57,166,171

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

Nordia Inc. (S)
888-858-2166 x5272
www.nordia.ca
Products/Services: 130,132,133,135
Other: Customer care services (outsourcing)

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

NorthWest Direct Marketing, Inc. (S)
610-384-0196
www.nwdirectmarketing.com
Products/Services: 46,130,132,133

O

OAISYS (M)
7965 South Priest Dr., Ste. 105
Tempe, AZ 85284
Contact: Sales
480-496-9040
www.oaisys.com
se@oaisys.com
Products/Services:
173,47,123,136
Other: Call Recording and Voice Documentation
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Products/Services:
117,130,133,134,135

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

OneSource Information Services, Inc. (S)
978-318-4335
www.onesource.com
Products/Services: 117,118,119,120

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

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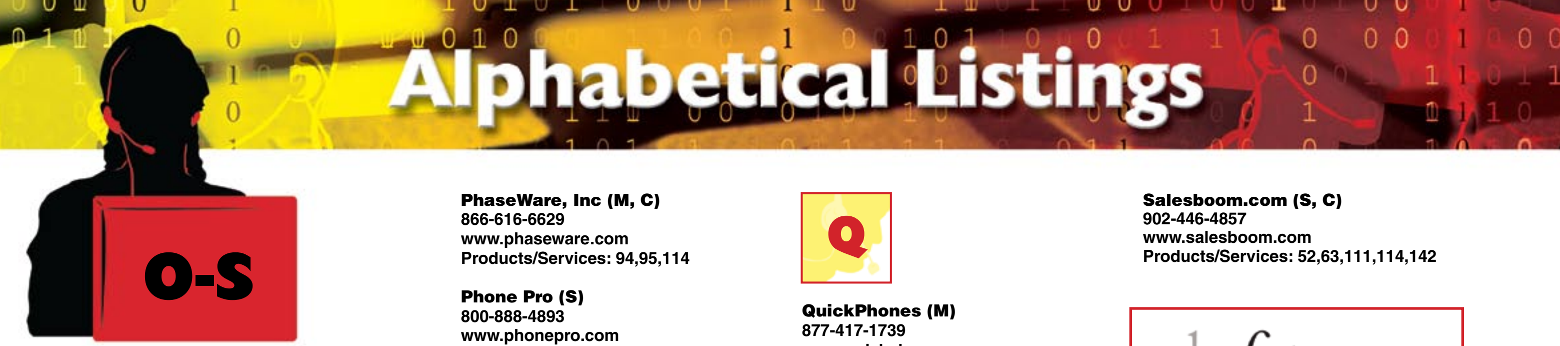

Alphabetical Listings

O-S

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

OPC Marketing, Inc. (M, C)
972-267-3279 x202
www.opc-marketing.com
Products/Services: 56,57,79,92,143

OpenVox Communication Co Ltd (M)
86-755-82535461 ext. x817
www.openvox.com.cn
Products/Services: 20,26,169

OrecX (C)
312-895-5292
www.orecx.com
Products/Services: 20,173,123,151,171

OutsourceWorld (S)
561-989-5250
www.outsource-world.com
Products/Services: 9,97

Outsourcing International LLC (V, S)
800-477-1278
www.outsourcingintl.com
Products/Services: 46,130,133,134,135

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

P

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

Panviva (C)
781-716-9002
www.panviva.com
Products/Services: 94,95,114,156,171

Paraxip Technologies (C)
514-288-7111 x233
www.paraxip.com
Products/Services: 31,56,57,58
Other: IP Call Centers

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

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

Pegasystems Inc. (C)
617-866-6029
www.pegasystems.com
Products/Services: 13,173,53,87
Other: Business Process Management Software

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

PhaseWare, Inc (M, C)
866-616-6629
www.phaseware.com
Products/Services: 94,95,114

Phone Pro (S)
800-888-4893
www.phonepro.com
Products/Services: 46,97,156,157
Other: Customer Service Training

Phone Ware Inc. (S)
858-459-3000 x1115
www.phonewareinc.com
Products/Services: 22,66,130,132,133

PhoneFusion (S)
954-607-4400
www.phonefusion.com
Products/Services: 7,77,107,108,166

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

PipelineDeals.com (C)
866-702-7303
www.pipelinedeals.com
Products/Services: 47,51,53,63,136

Plantronics (M)
800-544-4660
www.plantronics.com/contactcenter
Products/Services: 32,91,93,92,104

Power Direct, Inc. (S)
216-588-9996
www.power-direct.com
Products/Services: 13,130,132,133,134

PowerDsine - PoE Systems by Microsemi (M)
508-478-2129
microsemi.com/powerdsine
Products/Services: 13,115,137,138,144

prairieFyre Software (M, C)
613-599-0045
www.prairiefyre.com
Products/Services: 7,12,53,72,171

Premiere Global Services (V, S)
404-564-6599
www.premiereglobal.com
Products/Services: 44,73,77,133,163

PreVisor, Inc. (S)
770-650-8080
www.previsor.com
Products/Services: 96

Prominence Networks (M)
732-203-9750 x29
www.prominencenet.com
Products/Services: 24,104,136,146

Pronexus Inc. (C)
877-766-3987
www.pronexus.com
Products/Services: 1,44,147,166
Other: IVR Voice Solutions

Prosodie Interactive (S)
954-671-6588
www.prosodieinteractive.com
Products/Services: 19,130,133,166,170

PSI Services LLC (S)
818-847-6180
www.psionline.com
Products/Services: 96

PSS (V)
800-506-7119
www.psshelp.com
Products/Services: 31,46,49,166,163

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

Q

QuickPhones (M)
877-417-1739
www.quickphones.com
Products/Services: 18,20,25,31,91

Quintrex Data Systems Corp. (C)
319-363-5508
www.quintrex.com
Products/Services: 11,53,68,111,150

Qwest Communications (S)
720-578-6405
www.qwest.com/contactcenter
Products/Services: 22,103,111,124,127

R

R.L.Bencin & Associates
440-526-6726
Products/Services: 98

RAD Data Communications (M)
201-529-1100 x330
www.radusa.com
Products/Services: 31,71,164,165
Other: TDMoIP gateways

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

Rashmi Infomedia (C)
91-44-28213082/83
www.rashmiinfo.com
Other: Software Development

RCCSP Professional Education Alliance (S)
708-246-0320
www.the-resource-center.com
Products/Services: 9,43,157

Recollect Recording, LLC (S, C)
972-377-9074
www.recollectrecording.com
Products/Services: 173,123,151

RED ALERT by AMTELCO (M, C)
800-380-7345
www.redalertsystem.com
Products/Services: 71
Other: Emergency notification Systems

Redwood Technologies Limited (M)
+44 1344 304 344
www.redwoodtech.com
Products/Services: 30,31,44,47,159

Relevant Communications Corporation (C)
415-776-6337
www.relevantcommunications.com
Products/Services: 53,55,68,73,79

RightAnswers
732-396-9010
www.rightanswers.com
Products/Services: 111

S

Sage Software (C)
800-643-6400
www.sagecrmsolutions.com
Products/Services: 47,53,76,87,142

Salesboom.com (S, C)
902-446-4857
www.salesboom.com
Products/Services: 52,63,111,114,142

salesforce.com

Salesforce.com (S, C)
1 Market St., Suite 300
San Francisco, CA 94105
800-NOS-OFTW
www.salesforce.com
info@salesforce.com
Products/Services:
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Samsung Business Communication Systems (M)
972-761-7000
www.samsung.com/bcs
Products/Services: 21,32,49,91,160

Sangoma (M, C)
905-474-1990 x2
www.sangoma.com
Products/Services: 20,26,27,31,146

SDC Solutions, Inc. (C)
603-629-4242
www.sdcsolutions.com
Products/Services: 1,147,166,167,170

SECNAP Network Security (S)
866-732-6276
www.secnap.com
Products/Services: 173,74,144,152
Other: Anti-spam, E-mail Security

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

Sennheiser Communications (M)
860-434-9190 x152
www.sennheisercommunications.com
Products/Services: 92

SER Solutions, Inc. (C)
703-948-5500
www.ser.com
Products/Services: 7,31,47,57,166

serVonic GmbH (C)
+49 8142 4799 x12
www.servonic.com
Products/Services: 49,77,84,159,161

Siemens (M)
800-310-6308
www.communications.usa.siemens.com/home.html
Products/Services: 20,22,31,159,166

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

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Simplified Telephony Solutions Inc. (C)
800-387-5988 x323
www.sim-phony.com
Products/Services: 7,49,123,166,168

SIP Print (M)
866-655-3555
sipprint.com
Products/Services: 20,31,160,165
Other: VoIP Call Recording

Sitel (S)
866-95S-itel
www.sitel.com
Products/Services:
130,131,132,133,135

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

snom technology AG (M)
978-686-1531 x507
www.snom.com
Products/Services: 91
Other: IP Telephones

Snowfly Performance Incentives (S)
307-745-7126 x7
www.snowfly.com
Products/Services: 61,97,136,139,171

Soffront Software Inc (C)
510-413-9000
www.soffront.com
Products/Services: 47,53,95,114,142

SOFTEL Communications, Inc. (S, C)
877-525-1987
www.softel.com
Products/Services: 46,49,149,166,170

SoundBite Communications (S)
781-897-2500
www.soundbite.com
Products/Services: 160,166,163
Other: Automated Voice Messaging Service

Spanlink Communications (V)
763-971-2000
www.spanlink.com
Products/Services: 20,22,49,149
Other: IP Communications Consulting

SpectorSoft (C)
888-598-2788 x2770
www.SpectorCC.com
Products/Services: 173,73,107,123,144

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

SpeechCycle (C)
646-792-2720
www.speechcycle.com
Products/Services: 52,130,166,163,170

SPIRIT (C)
408-540-6033
www.spiritdsp.com
Products/Services: 27,31,32,44,45

Spoken Communications (C)
425-679-0696 x115
www.spoken.com
Other: Agent-Assisted IVR

SpringCM (C)
877-362-7273
www.springcm.com
Products/Services: 54,109,114,142
Other: Content Management Software

Squire Technologies (M, C)
+44 1305 757314
www.squire-technologies.co.uk
Products/Services: 29,30,31,113,143

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

StarTek (S)
303-262-4548
www.startek.com
Products/Services: 13,130,132
Other: Call Center Integration, Directory Services, Prepaid Calling Cards

Stratasoft, Inc. (S, C)
519 North Sam Houston Pkwy, E, Ste. 550
Houston, TX 77060
Contact: Sales
832-446-4501
www.stratasoft.com
info@stratasoft.com
Products/Services: 7,49,56,57,58
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800-727-4155 x322
www.strategicinc.com
Products/Services: 7,46,47,57,107

Strategic Contact, Inc. (S)
503-579-8560
www.strategiccontact.com
Products/Services: 46

SupportPoint (C)
888-254-4025
www.supportpoint.com/solutions/callcenters
Products/Services: 114

Symon Communications, Inc. (M, C)
972-578-8484
www.symon.com
Products/Services: 5,101,136,149,171

Synergy Solutions, Inc. (S)
602-296-1600
www.synergysolutionsinc.com
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Syntellect (S, C)
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www.sytelco.com
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www.szatanassociates.com
Products/Services: 145

Tacamor Inc. (S)
647-271-4678
www.tacamor.com
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www.talisma.com
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Other: Real-time inbound call center services

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www.taske.com
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14818 Chadbourne Drive,
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www.telecorpproducts.com
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V

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Products/Services: 31

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173,123,134,136,156

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Products/Services: 124,127

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703-629-6391
www.voltdelta.com/VoltDelta-Hosted-Solutions
Products/Services: 7,4,107,166,163

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W-Z

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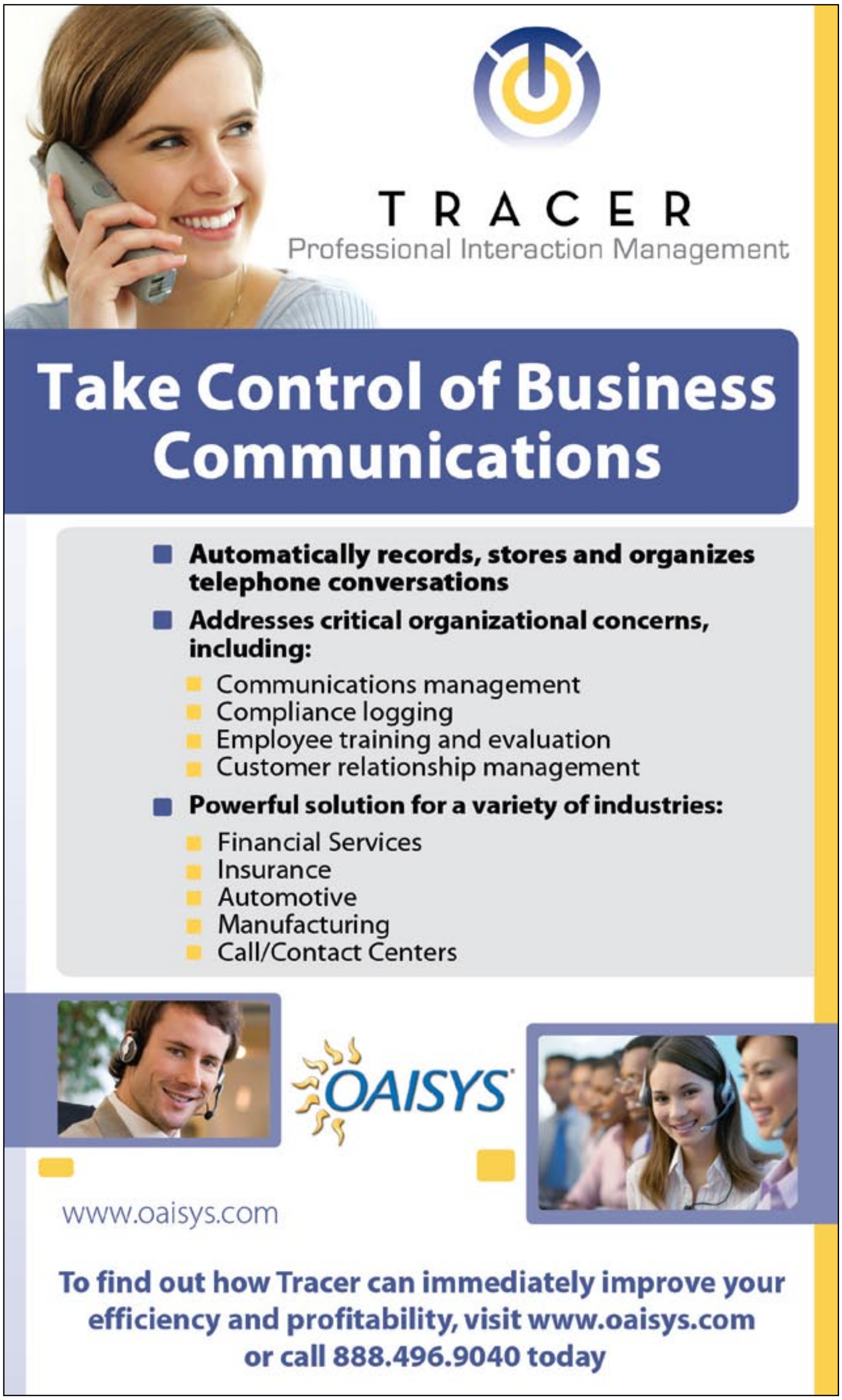
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How to close the deal during tough economic times

By Rick Lawson,
Vice President of New Business Development
InfoCision Management Corporation

During this economic downturn, it's tempting to change your sales strategy to put pressure on hesitant clients. However, the most effective salespeople stick to an established process that focuses resources on the most promising prospects. Because a well-planned, sophisticated sales cycle can take up to six months, efficiency is even more important given the current economic woes. The following, five-step process is a tried and true method to sales that can overcome even the toughest obstacles.

Do your homework

The first and most essential step in the sales cycle is research. Start by taking a look at the products and services you provide and the strategic ways they might fit into a prospect's business model. Sometimes, you might find that your services are not the best fit for the prospect. For example, if your operations are limited to domestic services, it is probably best to avoid companies that need international service providers.

There are many resources available to you at this stage of the cycle, including the prospect's Web site, annual reports, recent press and public statements made by the CEO or board of directors. Scour the Web for everything you can find, and you will gain invaluable insight into the prospect.

At the end of this research you should understand and be able to explain in detail how your services can enhance the prospect's brand and market position. At this point, you should also identify the highest level executive who would be open to your approach. Don't waste your time on low-level people– regardless of how receptive they might be to your proposal, if you're not engaging a decision maker your efforts are futile.

Meet face-to-face

Now that you know who you want to speak to, the next step is to obtain an interview. Approach this meeting as a dialogue. All too often, inexperienced salespeople load up a PowerPoint presentation and spout off a seemingly endless stream of facts about their capabilities without ever truly listening to the prospect.

One method for ensuring two-way communication during the initial meeting is to start with a blank piece of paper, with an imaginary line drawn vertically down the center. On the left side, take notes about the prospect's current business state. On the right, jot down the prospect's desired state, starting with global goals and honing in on specific tactics.

When it's done right, this interview allows you to see where the prospect's business is going and how your services fit into that plan. Most importantly, the prospect – not you – has outlined his or her objectives in terms of what you have to offer.

Craft a proposal

You've researched the prospect. You've met with a high-level executive and listened to him or her. Now it's time to write a proposal that satisfies the prospect's goals within one, three or five years. Instead of writing about manufacturing credibility or ISO approvals, build a relationship and establish credibility.

Show that you understand the nuances of the prospect's business by crafting a proposal that is aligned with the objectives he or she established in the initial meeting. Instead of recycling the same, standard proposal you use for every client, write an original proposal that explicitly states how the products or services you are selling meet those needs. Leave prospects with an actionable document that they can take to their CEO for approval.

Overcome objections

There are many ways a prospect can say "no" and your response will make or break the relationship. He or she might ask you, "Is this your best deal?" or just flat-out state "You're too expensive," but don't back down. Your rebuttal is the perfect opportunity to smooth over the rough edges, so respond from a position of strength and relate back to your prospect's strategic plans.

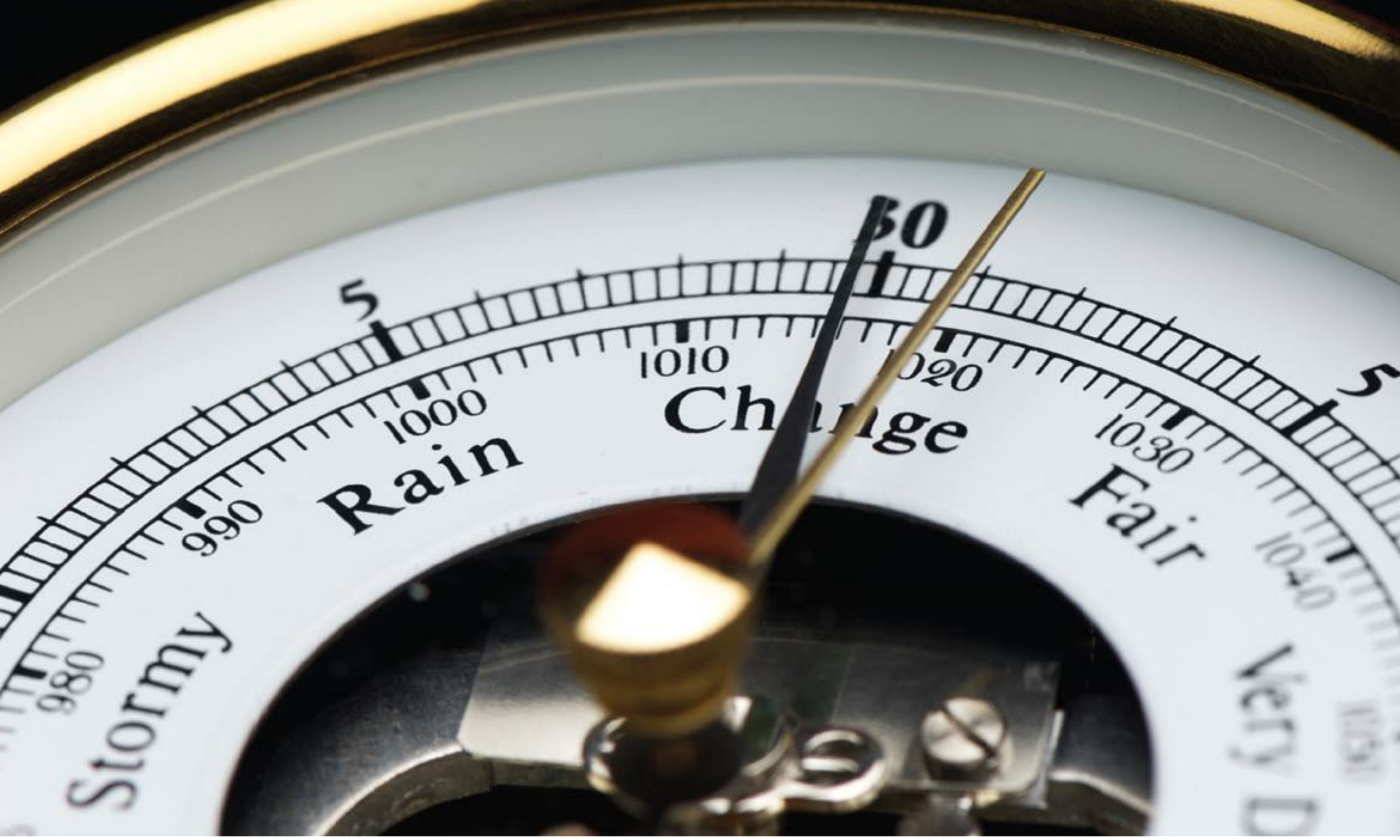
After you overcome the objection, ask for the business and close the deal. Don't be afraid to make assumptive statements like, "Can we start in 10 days?" or, "Where can I send the contract?"

Follow up

The sales process is a continuous cycle, and closing the deal is not the end. Remember to measure, monitor and platform once the program is up and running. If you want to keep the business, you have to keep your promises.

If you show the value of the partnership, you will be in an ideal position for future sales. Look for add-on services that can help reach the objectives faster. See if you can offer the same services to a different division. Use this successful relationship to get referrals, because it's much easier to use a reference to get another job than it is to try to find a new prospect on your own.

If you continuously build a relationship with a client, the value of your products and services will transcend the ups and downs of the markets and prove valuable for many years to come.



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EOE

Introducing the Global IVR Community

Evolving standards and speech technologies are driving the business case for companies to deploy new speech applications to create additional revenue streams, increase customer satisfaction, and trim costs. Voxeo's IVR Global Online Community on TMCnet is the industry destination for tools, information, and resources for building and deploying enhanced IVR and VoIP applications.

- **Hosted and on-premise IVR**
- **VoIP Platforms**
- **Free developer tools**
- **VoiceXML, CCXML and SIP Standards**

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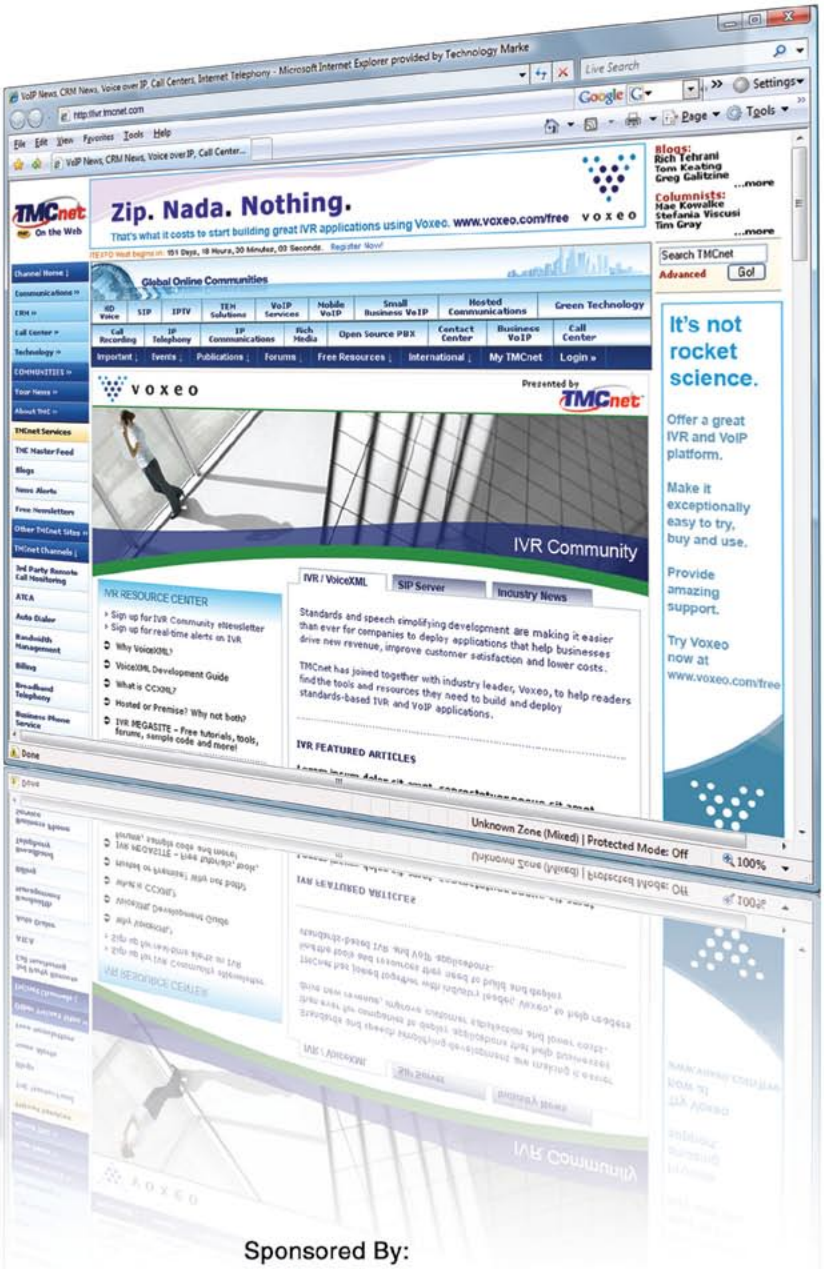
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- Why VoiceXML?
- VoiceXML Development Guide
- What is CCXML?
- Hosted or Premise? Why not both?
- IVR MEGASITE – Free tutorials, tools, forums, sample code and more!

Standards and speech simplifying development are making it easier than ever for companies to deploy applications that help businesses drive new revenue, improve customer satisfaction and lower costs.

TMCnet has joined together with industry leader, Voxeo, to help readers find the tools and resources they need to build and deploy standards-based IVR and VoIP applications.

IVR FEATURED ARTICLES

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What are some common best practices for post-call satisfaction surveys?

By Tim Passios,
Director of Product Management,
Interactive Intelligence

Q I've been working to convince my executive team that our contact center is a legitimate revenue center, based in large part on service I consider to be more than satisfactory. I can produce internal service metrics to prove my point, but our executives feel service can be better. I've been asked to provide "voice of the customer" data to show what customers are actually saying, and I've found a post-call survey application to capture such data, but now my immediate manager is questioning its cost and whether I have a strategy for implementing the surveys. Any ideas on how to prove the application's value?

A I applaud your efforts toward using post-call surveys. With a slumping economy right now, finding any possible way to improve customer service equates to a competitive edge, and gathering information from customers is the best way to measure, and improve, customer satisfaction and your contact center's revenue contribution

Post-call surveys let contact centers collect customer feedback more diligently and use the resulting data to pinpoint lagging satisfaction. Surveys also supplement metrics like call times and hold times to measure agent availability and routing of calls to the right person or department. Mostly, customer surveys can help take service levels from "more than satisfactory" to superior.

CFI Group offers a few best practices for the makeup of a survey from its American Customer Satisfaction Index™ (ACSI), published annually by the University of Michigan and termed by the New York Times as the "definitive benchmark for how buyers feel."

1. Use scientific questionnaire design. "Did you find the agent knowledgeable and experienced?" This type of question addresses two issues at once, but fails to capture meaningful information for either agent qualification. Make sure each question equates to one issue.

2. Define the goal. Set objectives upfront and don't deviate. If the goal is to collect feedback regarding an agent's knowledge level, don't let Marketing add a question about a new giveaway promotion. A clearly focused survey also respects the customer's time.

3. Keep IVR surveys short. The goal of a survey is to collect actionable information. While there are no established rules for time frames, post-call surveys of 2–3 minutes have proven to collect enough information to be useful and still hold the respondent's interest.

4. Measure what matters. Say a survey asks travelers to rank an airline by "important characteristics" and respondents put safety #1. Safety, however, is not what ultimately compels travelers to choose a particular carrier — price, schedule, and frequent flyer rewards programs do. So, stick to real cause-and-effect analytics.

5. Use the right scale. A 10-point scale is standard for most consumer surveys, but for IVR surveys ACSI recommends a 9-point scale using the phone numbers 1 through 9 to shield respondents from "slow-finger" coding errors (typing 1 and 0 fast enough for IVR system capture). With ACSI, 9-point scales are converted to 10-point, and final scores converted to a 100-point scale for reporting and "rightmarking."

6. Don't strive for a benchmark — find the "rightmark." Never mind industry average benchmarks or those of current best performers. Integrate operational targets and satisfaction data to find the point where service and delivery converge for your customer base.

7. Coordinate with IT. Integrating speech engines, survey apps, IVR systems and call recorders. Storing and distributing survey data and making it accessible. Maintaining reporting mechanisms. Trust me, IT teams need advanced warning for a survey initiative… and you'll need their buy-in.

8. Don't use survey results to evaluate individuals. Instead, use results to coach an agent and tailor a training regimen for improvement if scores are low. (Recordings of high-scoring agents can be a helpful training tool.) If possible, let your IVR system automatically transfer callers for post-call surveys to prevent agent intervention and bias.

9. Report often and make results accessible. Survey results should ideally be made available to users upon a survey's completion, whether via your IVR/survey solution or using dashboards, "heads-up" displays and other types of real-time (or near-time) alerts.

10. If you've invested, make it work. Finally, don't lose sight of the fact that understanding customer satisfaction improves your contact center. You've spent the time and money to collect the data, now put it to work.

Tim Passios is Director of Solutions Marketing for Interactive Intelligence, Inc. and has more than 17 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 3,000 installations in nearly 70 countries. For more information, contact Interactive Intelligence at info@inin.com or (317) 872-3000.

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