



# CUSTOMER INTER@CTION *Solutions*®

28  
Years  
of Excellence

August 2009 • Vol. 28/No. 3  
www.cismag.com

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

## Training For Customer Interactions

### Also In This Issue:

- Alternative CRM
- Vision for Unified Communications
- Special Focus: Suppliers Going Green

# If you value your customers...

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



With **InfoCision**, they won't be.  
We answer your calls quickly and  
develop a lasting relationship with  
your customers. A few minutes on  
the phone with InfoCision means a  
lifetime of customer loyalty for you.

**9** seconds

Average time to answer inbound calls.

**92** percent

Percent of inbound calls answered in 20 seconds or less.

**3** percent

Overall percent of inbound calls abandoned.



**InfoCision**

THE highest quality call center company in the world!®

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

\*InfoCision is the only teleservices company to win the MVP Quality Award, presented by *Customer Interaction Solutions* magazine, all 16 years since its inception.





**Nadji Tehrani**, Chairman and Founder, Technology Marketing Corp.

## On Differentiation and Positioning: Every Company Wants To Be A Peacock In The Land Of Penguins But Few Companies Know How To Do It Right! Part I

*Editor's Note: Exactly 10 years ago, I wrote this editorial. To the extent that problems explained herein still exist, I felt compelled to reproduce it. And here it is:*

**T**he Missing Link In Marketing: Differentiation and positioning. Your customers must have a reason to buy from you; that reasoning comes from positioning and differentiation.

In order to better understand the purpose of positioning and differentiation, which, in my opinion, are the most crucial parts of marketing strategy, I thought it would be a good idea to refer to *The American Heritage Dictionary, Second College Edition*. Although it does not have a direct definition for differentiation and positioning in marketing, if you look at the definitions for differentiate and position, you will arrive at the same conclusion.

*American Heritage* defines differentiate as:

- To constitute the distinction between.
- To perceive or show difference in or between; and discriminate.

Positioning is described as:

- The right or appropriate place.
- The way in which something or someone is placed.
- The act or process of positioning.
- To place in proper position. Last but not least,
- An advantageous place or location.

Having stated the above definitions, one can clearly conclude that to effectively market, any product or service must be differentiated from its competition, thereby giving the potential buyer a reason to purchase the product or service in question.

As for positioning, the definition clearly points out that it is crucial for any product to be positioned in an appropriate place or, preferably, advantageous location.

Over the years, I have learned that if you don't position yourself advantageously, your competition will position you and your product in the most disadvantageous way. Having said that, one must clearly explain that positioning is not a part-time job by any stretch of the imagination. Positioning and differentiation, like marketing itself, are not part-time jobs. In fact, to do it right, they are more than full-time jobs. That means you must market every day, you must

position every day, and you must differentiate every day – 365 days a year, 24 hours a day, seven days a week. In short, marketing, positioning and differentiation are 24/7 jobs – period, end of story.

An example can be cited by describing the success and failure of company X and the ultimate success of company Y.

In the mid- to late-1980s, company X took advantage of the inbound telemarketing boom by using a toll-free number and advertising it heavily as the preferred source to buy its products around-the-clock. In the early development stages of the company, the firm marketed heavily and practically all day long, every day, until they positioned themselves as *the* source for the product in question and, thus, enjoyed the number one position in market share. A few years later, the company was sold. All advertising, positioning and differentiation was stopped by the new owners. Company Y came along and did what company X used to do and started to heavily market, advertise, differentiate and position themselves as the new leaders.

Guess what? Company Y is the unquestionable leader in the marketplace and next to nothing is heard about company X. This is a true story. The idea is not to bad-mouth any company, but to simply point out that great marketing, positioning and differentiating made company X successful. But, when all of these marketing activities stopped, they lost market share and their leadership position to someone else who did a better job of marketing, advertising, positioning and differentiating.

Here is some food for thought:

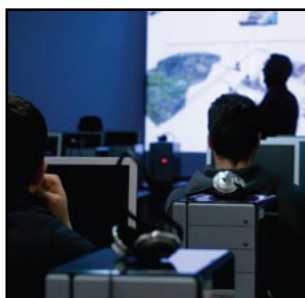
With so much global competition, customers need a reason to buy from you. That reason comes from your positioning and differentiation, which explains to your customer or potential customer what sets you apart or what sets your product or service apart. Without that, no one has any reason to buy your product or service as opposed to your competitors'. **CIS**

*As always, I welcome your comments. Please email them to me at [nadjitehrani@tmcnet.com](mailto:nadjitehrani@tmcnet.com).*

## IN EVERY ISSUE

- |  |   |
|--|---|
| <b>1 Publisher's Outlook</b><br>By Nadji Tehrani, Executive Group<br>Publisher, Technology Marketing Corp. | <b>16 Ask the Experts</b><br>By Tim Passios, Interactive Intelligence |
| <b>4 High Priority!</b><br>By Rich Tehrani, Group Editor-in-<br>Chief, Technology Marketing Corp.          | <b>21 Special Focus</b><br>Suppliers Going Green                      |
| <b>8 Headset</b><br>By Keith Dawson  | <b>22 On The Line</b><br>By Tim Searcy                                |
| <b>9 From the TMCnet Blogs</b>   | <b>31 The Integrated Marketplace™</b>                                 |
| <b>10 Customer Interaction News™</b>   | <b>31 Advertising Index</b>   |
|  | <b>32 Logout</b><br>By Brendan Read,<br>Senior Contributing Editor    |

## What's on the Cover



Training for Customer Interactions

pg **18**

## INNOVATIVE SOLUTIONS FROM THE TELESERVICES EXPERTS

- 6 The Wins of Treating Staff Well**  
By Steve Brubaker, Senior Vice President of Corporate Affairs, InfoCision Management Corporation

## CALL CENTER TECHNOLOGY

- 12 Visioning UC in Rough Waters**  
By Brendan Read, Senior Contributing Editor

## WORKFORCE OPTIMIZATION

- 18 Training to Survive**  
By Brendan Read, Senior Contributing Editor

## CRM, BPO & TELESERVICES

- 24 Proving Out Alternative CRM**  
By Brendan Read, Senior Contributing Editor

## 2009 CORPORATE PROFILES

- 26 Special Advertising Supplement**

## AWARDS AND RECOGNITION

- 30 The IP Contact Center Technology Pioneer Awards**

To receive free information from our premium advertisers, please visit [freeinfo.tmcnet.com](http://freeinfo.tmcnet.com).

Executive Group Publisher and Editor-in-Chief  
**Nadji Tehrani** ([nadjitehrani@tmcnet.com](mailto:nadjitehrani@tmcnet.com))

Group Publisher  
**Richard Tehrani** ([rtehrani@tmcnet.com](mailto:rtehrani@tmcnet.com))

**EDITORIAL**  
Group Editorial Director, **Erik Linask** ([elinask@tmcnet.com](mailto:elinask@tmcnet.com))  
Senior Contributing Editor, **Brendan B. Read**  
([bread@tmcnet.com](mailto:bread@tmcnet.com))  
Senior Editor, **Erin E. Harrison** ([eharrison@tmcnet.com](mailto:eharrison@tmcnet.com))

**CONTRIBUTING EDITORS**  
**David Sims, Susan Campbell,**  
**Stefania Viscusi, Keith Dawson**

**TMC™ LABS**  
203-852-6800 ([tmcclabs@tmcnet.com](mailto:tmcclabs@tmcnet.com))  
Executive Technology Editor/CTO/VP, **Tom Keating**

**ART**  
203-852-6800 ([cisart@tmcnet.com](mailto:cisart@tmcnet.com))  
Creative Director, **Alan Urkawich**  
Graphic Designer, **Lisa A. Mellers**

**EXECUTIVE OFFICERS:**  
**Nadji Tehrani, Chairman and Founder**  
**Richard Tehrani, Chief Executive Officer**  
**Dave Rodriguez, President**  
**Michael Genaro, Executive Vice President of Operations**  
**Tom Keating, VP, CTO and Executive Technology**  
Editor/SEO Director

— To Subscribe, Call: 203-852-6800 —

Or write to the circulation director at [srusso@tmcnet.com](mailto:srusso@tmcnet.com).  
Subscription rates (published monthly): Digital Subscriptions free for qualified U.S., Canadian and Foreign subscribers. Print Subscriptions free for qualified subscribers in the U.S.A. only. For non-qualified U.S.A. subscribers, \$59. All Canadian subscribers, \$89. All Foreign (air mail), \$109. All orders are payable in advance in U.S. dollars drawn against a U.S. bank. Connecticut residents add applicable sales tax.

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

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

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

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

**Lists:** For list rentals, please contact Glenn Freedman at [glennf@i-s-t.com](mailto:glennf@i-s-t.com) or call 516 227-2010, ext. 101.

**ADVERTISING SALES: 203-852-6800**  
**Karl Sundstrom, ext. 119** ([ksundstrom@tmcnet.com](mailto:ksundstrom@tmcnet.com))  
Executive Director of Business Development  
Eastern, Western, International

**EXHIBIT SALES: 203-852-6800**  
Global Events Account Directors  
Companies whose names begin with:  
**A-L or #s:** **Maureen Gambino** ([mgambino@tmcnet.com](mailto:mgambino@tmcnet.com))  
**M-Z:** **Joe Fabiano, ext. 132** ([jfabiano@tmcnet.com](mailto:jfabiano@tmcnet.com))

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

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

Copyright © 2008 Technology Marketing Corporation. All rights reserved. Reproduction in whole or part without permission of the publisher is prohibited.

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

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



## Call Center Software Online Community

<http://call-center-software.tmcnet.com>

In today's complex global environment of new technology, product sourcing, and labor markets, Five9's call center software is at the forefront of accelerating call center performance.

The Call Center Software community addresses issues important to decision makers in the call center market. Visitors can find valuable resources such as free product trials, feature articles, white papers, industry news and free consultations.

**Five9 call center software  
applied to your operations  
delivers high-impact results for:**

- ❖ Customer service and support
- ❖ Call center virtualization
- ❖ Sales generation activities
- ❖ Customer insights and experience
- ❖ Business continuity options

Powered by:





Rich Tehrani, CEO, Technology Marketing Corp.



## Google and Enterprise Search

One of the constants in the enterprise is a proliferation of systems and data, which is directly responsible for increase in storage needs. This last fall, in fact, IDC predicted a 62 percent CAGR for unstructured data. Moreover, enterprise storage as a whole is predicted to increase tenfold between 2005 and 2011.

The research varies from firm to firm, but it is obvious that the data collected by organizations of all sizes has tremendous value and, creating a need for a means of tapping into this massive treasure trove of information.

One company looking to be your enterprise search vendor is, not surprisingly, Google. I spent some time last week meeting with Vijay Koduri, solutions marketing manager at Google Enterprise, regarding the need for better enterprise search tools in corporations today. Utilizing search appliances, Google puts its search technology to work for your business allowing you to find the crucial needle in the data haystack both quickly and efficiently. Koduri explains the biggest competitor to Google Enterprise search is no search and, moreover, less than 25 percent of companies employ enterprise search.

Another interesting nugget is that Gartner says 66 percent of enterprises have six or more separate data repositories, meaning employees need to search across each repository to get the answers they need. He added that some companies think they have enterprise search but instead what they have is search functions on a few of their disparate systems.

Vijay spent some time making the case for the technology his company sells through Google Search Appliances, bright yellow rack mount devices. He started by going back to the history of search. He explained Yahoo started to categorize Web sites but the job quickly became too big and a search engine was needed. Google became the de facto search engine, as no good alternatives existed.

He then went on to explain that now that Google exists he is able to use it to check the status of flights without having to go to individual sites and remember separate URLs. In a similar manner he says users no longer have to worry about which app holds the data but more importantly they can just use Google as a front end.

In fact, the company uses their own appliances internally. When tracking trouble tickets, you just enter a company name to see what tickets exist. He mentioned the tremendous productivity boost enterprise search can bring to an organization and, in fact, as you can imagine, the company is looking to deploy its technology in contact centers, as this is a natural place for technology that can speed customer interaction, boosting CRM levels

and allowing more efficient agent utilization.

In fact, Vijay recently partook in a Google-sponsored TMC webinar where he discussed the virtues of enterprise search as it applies to contact centers.

Google is taking contact centers seriously and Vijay told me it is gaining traction with Google Apps in contact centers, as they are very lightweight tools. This makes sense. When you are outfitting a contact center with hundreds or thousands of computers, the inherent savings in purchasing computers with less horsepower, utilizing cloud-based apps that reduce license fees can really add up.

Most recently, the company rolled out the 6.0 version of its Search Appliance, which has a new architecture called GSA, designed to scale to billions of documents. In addition, the GB-9009 is a new appliance capable of searching 30 million documents; the GB-7007 can now reach 10 million documents. Other benefits of this new release are social search features allowing user-added results, more customizable security, and relevancy fine tuning.

From my perspective, I see no end in sight for the exponential growth of enterprise data and, if you look into the future, where all voice mails will be archived and meetings will be recorded via audio or video, there will be just that much more information that can be useful in corporations. As the proliferation continues, it seems obvious enterprise search will achieve penetration in the 75 percent plus ranging, meaning there is significant opportunity ahead for vendors in this space. **CIS**



A three part podcast series focused on how companies can transform the customer experience:

**Talking Service Delivery Optimization with Genesys**  
[www.tmcnet.com/podcast/Genesys-1](http://www.tmcnet.com/podcast/Genesys-1)

**Genesys, Inquire on Web Self-Service as the New Strategic Imperative**  
[www.tmcnet.com/podcast/Genesys-2](http://www.tmcnet.com/podcast/Genesys-2)

**Boosting Contact Center Performance Management with Genesys Applications**  
[www.tmcnet.com/podcast/Genesys-3](http://www.tmcnet.com/podcast/Genesys-3)





Sponsored by:



**POLYCOM®**

## **Polycom's HD Voice Community on TMCnet**

The gathering place for vendors, service providers, and users of HD Voice and wideband audio IP telephony.

Tap into a vast array of resources helping you select HD Voice services

- Whitepapers
- Webinars
- "Ask the Expert" Commentary
- Podcasts
- Blogs
- Breaking Industry News

**<http://hdvoice.tmcnet.com>**

Powered by:



## The Wins of Treating Staff Well

**W**e all try to base our daily decisions on the pursuit of altruistic *and* business goals, but in the end we know the decisions we make will be judged by how they impact our company's bottom line.

However, there are ways we can accomplish both goals, especially when dealing with the lifeblood of our organizations – our employees. It just takes some vision, and the willingness to take on some up-front cost to achieve far-reaching, long-term benefits for both the company and its workers.

Most company leaders understand the importance of giving employees the tools to succeed on the job, but there is also value in giving employees the tools to succeed in their personal lives. Companies can realize great benefits by creating an environment that meets employees' needs and providing them with convenient ways to achieve goals outside of their professional lives, or just give them fewer things to worry about.

InfoCision has worked hard over the last five years to create just such an environment, where employees can thrive by utilizing the benefits provided by the company. We believe that a happier, healthier worker is going to be a better worker, both for InfoCision and our clients. When an employee is satisfied with their job it is going to come across in the work that they do, especially in the voices of our communicators who have the all-important task of speaking to consumers directly on behalf of our clients.

With this in mind, InfoCision began opening fitness centers within the walls of many of its locations. While memberships in these centers is not free, the cost is subsidized by the company and employees pay just \$15 per month, or less than half of what most comparable health clubs charge.

As membership in the health clubs took off, we could see clearly that employees liked the idea of being able to manage their health at work. So we also opened on-site clinics at many locations, staffed by local physicians who can see employees and their family members during specified hours throughout the week without an appointment. This gives employees the benefit of getting prompt and convenient medical attention without having to take time off of work – and for only half the standard co-pay charge for employees who use InfoCision's insurance plan. Employees not on the plan can also see the on-site provider for a nominal charge.

The fitness centers and clinics are part of an overall employee wellness strategy that also includes annual health fairs where employees receive free health screenings and education about their personal wellness and insurance coverage. In addition, InfoCision subsidizes weight loss contests, offers smoking

cessation aid for employees, and we have implemented a confidential employee assistance program where workers can get help with problems ranging from marital issues to drug and alcohol concerns. The most recent benefit we have begun offering employees is on-site childcare services at our new InfoKids pre-school facilities. Those parents involved have told us that having their children right next door provides real peace of mind.

The immediate benefit of creating such an environment is to improve current employee morale and boost retention numbers. When employees recognize the company genuinely cares about their well-being, they will be more inclined to stay with the company. All employees have needs beyond simply earning an income, and if a company can help to fill some of those needs, the employees will feel a sense of gratitude and pride in working for a company that cares. In addition, when potential employees walk into your building for an interview and you can talk about your great amenities and show them things like fitness centers and wellness clinics, you've got a clear competitive advantage.

The long-term benefits are even more impressive. Before we instituted our health and wellness program, InfoCision was experiencing double digit health insurance premium increases every year. Since the implementation of the program, our premiums have basically flatlined. By giving our employees the tools to be healthier, we have helped them to prevent disease and sickness and continue to be productive employees, while also keeping insurance costs lower.

Now that's a solution which makes great business sense, but also allows us to feel good about ourselves as employers by doing the right thing for our employees. **CS**

*Steve Brubaker is senior vice president of Corporate Affairs at InfoCision Management Corporation. Founded in 1982, InfoCision is the second largest privately held teleservice company and is a leader in customer care services, commercial sales and marketing for a variety of Fortune 100 companies and smaller businesses. InfoCision is also a leading provider of inbound and outbound marketing for nonprofit, religious and political organizations. Based in Akron, Ohio, InfoCision operates 30 call centers at 12 locations in Ohio, Pennsylvania and West Virginia. InfoCision has been named one of the top ten best employers in Ohio by the state chamber of commerce. For more information, go to [www.infocision.com](http://www.infocision.com)*



*By Steve Brubaker,  
Senior Vice President of Corporate Affairs  
InfoCision Management Corporation*





BW 900



SH 330

# Introducing the Global Headset Community

Sponsored by Sennheiser Communications

The customer service business environment changes at a moments notice. Will you be the last to know? Get up-to-the-minute news, trends and insight on critical technological advancements for your headset users at the world's premier destination for tech information.

As they say in customer service—every second counts.

Visit the community at: [headsets.tmcnet.com](http://headsets.tmcnet.com)

Powered by:



Keith Dawson, Senior Analyst, Frost & Sullivan



## Suppliers: KISS Your Customers

**H**ere's a scene that's been replayed time and time again in contact centers: vendors develop a technology that's awesome and revolutionary. Unlike anything ever seen before, it promises to transform operations and bring all sorts of benefits. Deployment commences at some early adopters. And then reality sets in: the new tool requires consulting, integrations and customizations. It takes longer to get going than buyers thought. And the benefits are a long time coming. Disappointment and cynicism set in.

That was the story back when the lead character was CRM, and also for CTI, and IP telephony, and even (a really long time ago) workforce management software. It may be what's happened recently with speech analytics.

Early adopters often found they had overspent for features that had great appeal in the abstract, but little application in reality. Back when those tools were in their earliest stages, users often found themselves shelling out a lot more than they'd planned for extensive configurations, integrations, and consulting ventures. It wasn't that vendors misled them: it's that no one had yet standardized the practices that tied those tools into the daily life of the center. There weren't good benchmarks for how much it should cost or how long it should take to implement screen pop, for example. Or how to collect and organize customer data and deliver it properly to agents.

But there is good news, because after some initial difficulties, those older tools all found their footing and their place as truly beneficial, transformative call center technologies. What changed?

They all started out as products designed by engineers, lab-based wonders that hadn't yet been battle-tested by actual users, in actual call centers. With all due respect to the engineering community, usability and functional value don't always hold sway when a breakthrough technology is being developed. It takes time in real-world scenarios to see what features are useful and which ones are just ornamentation. It takes time to develop the best practices in deployment that keep consulting costs (and total cost of ownership) down to a reasonable level.

None of those breakthrough technologies of the last 15 years had real impact on business processes until feature sets and deployment methods had standardized based on the specific practices needed by contact centers, pulled by demand rather than pushed by the suppliers.

It wasn't until they started focusing on solving specific call center related problems, literally playing small ball, that they crept into centers in a big way and became, over time, the fantastic transformative tools that we know today.

We can look back at CRM and CTI and see a bright lesson for today's vendors, especially for those offering speech

analytics tools to contact centers. Speech analytics is an absolutely amazing technical achievement: it is engineering virtuosity of the first order. It performs as advertised, letting you look inside the content of recorded calls for meaning. So why hasn't it caught on in call centers? It's not because the tool isn't good enough – instead, it's because the tool hasn't been developed with an eye to actually solving call center problems. It's too big, sometimes even bloated; too expensive; takes too long to deploy; requires a lot of consultative help to integrate into existing systems. Sound familiar?

Emotion detection, for example, has long been considered a selling point of speech analytics and an emblem of how sophisticated the technology can be. But even though it's a fantastic demonstration capability, where is the hard dollar value to offset the high cost of deployment?

I think speech analytics is one of the best tools to come around in the 20 years I've been studying contact centers. And it is encouraging to me that vendors are now starting to come around to a "Keep It Simple, Stupid," or KISS, attitude, seeing the value of their applications through the eyes of their users, not just the blue-sky visions of their engineers.

Envision Telephony and Verint Systems for example, are moving swiftly to recast speech analytics for a real-world environment. In both cases, the companies are offering tools that are smaller, easier to deploy, and easier to use with a lighter footprint.

The key to making a blue-sky technology relevant (and thereby increasing its penetration in the user base) is to build the case for its real-world value. Sometimes you can paradoxically add value to a technology by making it simpler, by leaving features on the table. My Swiss Army knife is easier to use with two blades on it than 12, and even though I admire the ability to fit an awl, a magnifying glass and scissors into the little case, I don't really need all those tools. Just the basics work fine. So it is with call center technology. It's heartening to see the contact center suppliers applying the same lesson to their tools, in this case before the user community gets jaded about the value of the technology. **CIS**



## Salesforce.com

In his "First Coffee" blog, TMCnet's David Sims writes:

Salesforce.com has announced that Advent Software, which sells software and services for the global investment management industry, has deployed Salesforce CRM and the Force.com platform throughout the company for what Advent officials say are "hundreds of sales, marketing, professional services, customer support, IT, finance, and executive management employees."

Belinda Rodman, Chief Information Officer, Advent Software, says that "cloud computing has delivered rapid time to value and has been widely adopted by our employees."

Advent uses Salesforce CRM as a central data repository to "help sales and customer service better understand customers," Advent officials say, adding that its high adoption rate among users "ensures that customer data is consistent and reliable," and that the company "benefits from custom forecasts and dashboards that provide real time views of key opportunity and deal metrics, and make it easy to compare historical data."

In addition to Salesforce CRM, Advent is developing project management and other custom applications on the Force.com platform, using what Advent officials describe as 'multiple Force.com sandbox environments' for developing and testing new customizations and applications before deploying them.

Visit David's blog at <http://blog.tmcnet.com/telecom-crm>

## VoIP Is Taking Off

In his On Rad's Radar, Peter Radizeski of RAD-INFO, Inc writes:

Although there have been analysts who think that IP Lines will slow down, I have to think that in the economic reality we are facing, the distributed workforce, the tele-worker, and the mobility of employees, more and more lines will move to VoIP. For cost savings as well as productivity reasons.

If lines do slow down it will be due to the following reasons:

- Layoffs - less employees = less lines needed
- Mobility means less landlines needed
- E-mail, social networks, IM/chat, texting is replacing phone calls
- Overall trend for less phone calls

There are so many reasons for small and medium businesses (and self-employed persons) to migrate to VoIP that I don't see it being stagnant for long.

Visit Peter's blog at <http://blog.tmcnet.com/on-rads-radar>

## Can We Learn from the Nortel Fire Sale?

In his Communications and Technology Blog, Rich Tehrani writes:

Nortel, a once-great company with a market cap of \$250 billion is effectively being sold off at bargain-basement prices. In fact Nokia Siemens Network (NSN) picked up the ailing Canadian company's CDMA and LTE business for about one times revenue or \$650 million.

For NSN the deal means a stronger North American presence and also they go from not having a CDMA business to becoming number two. They will have to work hard to maintain this business as Asian rivals are coming on strong. An additional benefit of the deal is a number of LTE patents, technology and expertise which will come in very handy as the world transitions to faster wireless broadband networks.

I have seen some surmise Nortel went down because of open source and the Internet and to some degree this is part of the problem. But perhaps the biggest problem at Nortel was failure to adjust to a market that moves faster than ever coupled with the inability to effectively integrate acquired companies. Some Nortel employees told me the company was too flexible with the companies they acquired and should have set tougher rules regarding integration.

The major take away from this ordeal is how a company with superior technology got beaten by other companies with inferior technology but better M&A, management, and marketing skills. At the end of the day the products are important but as Nortel continues to show us, having great technology alone does not a long-term successful strategy make.

Visit Rich's blog at <http://blog.tmcnet.com/blog/rich-tehrani>



- **Avaya** ([www.avaya.com](http://www.avaya.com)) has come out with the one-X Agent contact center desktop application suite. It features a user interface that lets agents better manage multiple customer and expert interactions simultaneously. This helps simplify work item management for the agents, while driving more first call resolutions. The user interface also has capabilities such as integrated contact lists with “click-to-dial” and “drag and drop” features for conferencing and transfers. This gives agents more effective means to reach the right experts and include them in the customer interaction.

One-X Agent supports embedded video, which makes video-based customer service as simple as a phone call. This lets home or remote agents collaborate with colleagues visually just as if they were in the same office. Video also makes for more dynamic customer interactions either via face-to-face discussions via PC or in-store kiosks.

One-X Agent also simplifies and cuts associated installation costs involved with solution deployment. It can be easily customized and run silently in the background without any interaction from the agents. Administrators can determine which features can be accessed by agents, providing them with greater flexibility and complete control over all aspects of the desktops.

- **Birst** ([www.birst.com](http://www.birst.com))’s sales and enterprise analytics solutions are now available on the Force.com AppExchange. Birst has developed Salesforce Connect, a data connector that allows salesforce.com customers to easily analyze their Salesforce CRM data, including custom objects, within Birst.

- **eGain** ([www.egain.com](http://www.egain.com)) has made it easier to switch solutions providers. Its new eGain SafeSwitch Program allows owners of software deployments from Brightware/FirePond, Colloquis, Kaidara, KANA, KNOVA/**Consona**, Mustang/Quintus, noHold, and Talisma to acquire eGain software for no licensing fee. They will only have to pay the ongoing support fee. There is a proven, rapid, and low-cost adapter-based upgrade to eGain Service.

eGain has also given more reasons to stay with or switch to the firm with eGain IVR. It features sophisticated computer intelligence and is unified with other interaction channels, including web self-service. The solution is an integral part of eGain Service.

eGain IVR comes in two flavors: Standard and Advanced. Standard handles informational and transactional queries such as the common multichannel knowledge base, interaction records, customer database, and integration with backend systems. Advanced includes the Standard features plus it uses eGain’s patented Inference Reasoning engine that uses case-

based reasoning that simulate best-practices conversations with agents. This enables self-service for complex interactions that would usually need the intervention of experts.

- Speech analytics is an extremely powerful tool to understand customer interactions and call center processes. **Envision Telephony** ([www.envisioninc.com](http://www.envisioninc.com)) has right-sized speech analytics, making it much more affordable and practical with Envision InteractionIQ, which simplifies the processing, search and reporting of speech data from within audio recordings. It includes a processing filter that focuses processing power on the most pertinent and relevant interactions, ad-hoc searches for enquiries only when needed, add saved searches to have only filtered recordings including specific voice data delivered to inboxes to expedite review. It also has smart tags that mark terms for immediate reference and “click through” ability to recordings during review.

- **eVolv On Demand** ([www.evolvondemand.com](http://www.evolvondemand.com)) has enhanced its contact center staff, sourcing, selection, and hiring solutions with **Voxeo** ([www.voxeo.com](http://www.voxeo.com)) hosted Interactive Voice Response (IVR) platform to perform phone screening, which has traditionally manual and time-consuming hiring step. Evolv’s solution first leads candidates through targeted, position-specific pre-hire assessments online, after which Voxeo triggers outbound calls at times convenient for the candidates. After the candidates respond to series of questions regarding motivation, skills and work style, the recorded responses are available within seconds for review by the recruiters or hiring managers, saving valuable time.

- **Genesys** ([www.genesyslabs.com](http://www.genesyslabs.com)) has launched Genesys Advisor that monitors, align and optimize operations via five real-time oriented modular applications.

The Contact Center Advisor consolidates and correlates call data in a simple, elegant unified display including detects exceptions. Workforce Advisor consolidates data from multiple switches and workforce management applications. Frontline Advisor helps contact center supervisors and team leaders identify opportunities for ‘coaching-in the-moment’ and manage agent call and sales behavior by correlating agent state and revenue data with behavioral rules. Agent Advisor permits contact center agents to manage their own call and sales performance activities. Mobile Advisor keeps the executive connected and informed about contact center operations no matter where they are.

- **Interactive Intelligence** ([www.inin.com](http://www.inin.com)) has introduced a new communications-based process automation product called Interaction Process Automation. IPA is designed to reduce costs and provide a quantifiable return on investment for unified communications (UC)





by automating processes that are far more efficient than their manual counterparts, enabling companies to accomplish more with fewer required resources. Core UC platform functionality adapted for process automation includes contact center-style queuing and routing are used for accurate and flexible prioritization and distribution of process work, automated escalation functionality, recording, real-time monitoring, and end-to-end reporting.

- **KANA ([www.kana.com](http://www.kana.com))** has released KANA 10, which it says is the industry's first service experience management platform. Developed in conjunction with **IBM** and KANA customers, KANA 10 links customers' existing technology and resources into a single readily-managed seamless application. All KANA 10 users will have a unified view of all pertinent customer information. Business leaders can quickly and effectively design, deploy, and modify customer service processes, or "experience flows," allowing for real-time process optimization that helps increase revenue, reduce risk, and ensure consistent service.

- **Knoa ([www.knoa.com](http://www.knoa.com))** has developed its Knoa Experience and Performance Manager (EPM) solution. The latest version, EPM 5.5, introduces advanced end-user analytics, comprehensive alerting, and enhanced correlation and analysis capabilities. Dynamic Base-lining generates performance baselines from historical trends to automatically identify instances where performance is trending downwards. IT operations teams can take proactive action before service thresholds have been breached and business has been disrupted. Targeted Alerting enables pinpoint alerting on any captured metric e.g. utilization, quality, performance, error for any combination of user groups/transactions/processes. Correlated Analytics

Dashboards makes it easy to compare values for sets of related metrics. They generate dynamic views of key performance indicators and identify top offenders.

And in a refreshing move away from arcane screen names and transaction identifiers, for reporting Knoa EPM 5.5 presents an analysis of system performance in business contexts, such as "create new account," "save purchase order" or "search opportunities." This language focuses contact center staff to the mission at hand: making money.

- **SIP Print ([www.sipp rint.com](http://www.sipp rint.com))** has formed a separate organization and associated certification program to test and verify interoperability between various VoIP phone systems and the SIP Print call recording system. SIP Print Labs certification program is a multi-faceted effort by SIP Print to work together with IP-PBX vendors, customers, and channel partners to define standards of interoperability and performance for call recording applications on SIP-based phone systems. The SIP Print Labs Certification ensures reliability and high performance for SIP call recording in these environments. The certification therefore brings exceptionally strong value and peace-of-mind to end-users with mission critical call recording applications.

- **TDI ([www.tdiinc.com](http://www.tdiinc.com))** has integrated **Nuance's ([www.nuance.com](http://www.nuance.com))** RealSpeak Text-to-Speech engine into TDI's Liberation platform. Through this partnership, Liberation users will have the ability to convert text into high quality speech, helping generate additional revenues and further enhance employee productivity. They can now reach enterprise-level scale for their speech needs, including spoken alerts, payment reminders, and appointment verifications more affordably with Nuance's TTS engine. **CIS**

Dear Tom,

Some contact centers have a message stating, "If you would like to participate in a quality assurance survey, please ask the representative to transfer you." But, if it was a "bad call" what stops the agent from "accidentally" not transferring the call?

Some studies show that up to 30% of a contact center's operating cost is spent dissatisfying the customer—not achieving First Contact Resolution (FCR). Consider a contact center with the following statistics:

Average Handle Time  
(AHT) = 210 seconds  
Call Volume = 150  
Seated Agents = 22

This center would achieve a service level of 85%/20 seconds. However, if the call volume increased 20% due to a low FCR, the actual **service level would drop from 85% to 30%!!**

Measuring FCR with an IVR survey should be done **automatically, not rely on an agent transfer**. For those customers whose contact was not resolved, the survey should ask an open ended question to capture the customer's description of the problem. This proves invaluable in correcting process issues.

Zeacom offers an IVR Survey module fully integrated with our contact center routing solution that seamlessly offers the survey to your customers; and if selected, the call is automatically transferred to the survey sight unseen to your agents. Think how agent performance improves knowing every single contact can potentially be scored by the customer!



*Tom Farquhar is the Business Process Specialist for Zeacom. He has 17 years experience improving contact center operations*

[tom.farquhar@zeacom.com](mailto:tom.farquhar@zeacom.com)



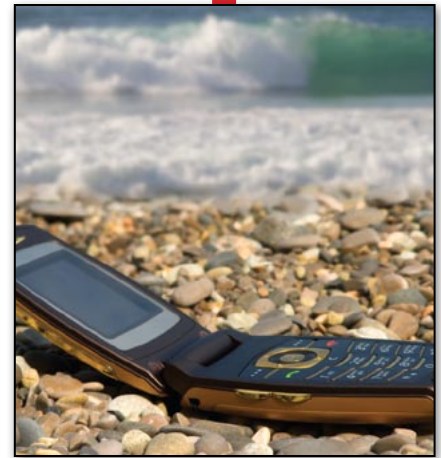
800-513-9002

[usasales@zeacom.com](mailto:usasales@zeacom.com)



# Visioning UC in Rough Waters

Identifying and tracking trends in this economy is akin to plotting courses in very rough waters. One is so intently focused on keeping afloat while being battered by the currents and winds that it is challenging in determining and keeping a direction that will lead to one's destination in smoother seas.



One of the major trends in contact centers is the development and adoption of unified communications. These tools allow experts, or anyone else in the organization, to let others know of their availability and how they like to be contacted: voice, IM, SMS, or e-mail without having to log into an ACD or CTI.

We contacted several UC solutions firms to get their vision on the trends and affecting issues and drivers on applying this technology in the contact centers. These companies, and their owners/shareholders, have a big stake in the success of this technology, and practice. If anyone knows where UC is going it is them. We posed several questions on topics including:

- Top trends and drivers
- A speedup or slowdown in UC adoption in contact centers resulting from today's economy
- Challenges encountered in UC (including presence): adoption, installation, and applications
- Directions they see UC application in contact centers going in the future

## Aspect ([www.aspect.com](http://www.aspect.com))

Michael Kropidlowski, Senior Product Marketing Manager

Today, contact centers are being squeezed on several different fronts. They have fewer people to work with and budgets have been slashed, yet they still have to provide a positive customer experience. These are all key drivers in the upcoming trends I see in the UC space:

1. It looks like the contact center is converging with the enterprise thanks to UC

Contact center agents can now access the availability of experts within the enterprise according to a presence engine. When an available expert is found, the connection is established according to the preferred media type. The agent can discuss the inquiry with the knowledge worker by phone or IM and if necessary conference in the customer. This whole process can improve first-call resolution and ultimately enhance the customer experience.

2. There will also be a major focus on knowledge management in the contact center.

Most employees wouldn't define themselves as having specific skillsets. They might say they have expertise in a certain area or knowledge of a certain type of function. So, as IT starts to think about UC for knowledge management, some questions emerge: (a) how to define people's expertise and (b) how to manage that expertise? Companies may identify expertise through self assessments or enterprise search and data mining can be used to scan e-mails, blogs and collaboration tools. Managing the knowledge of experts throughout the enterprise is going to be essential to the ultimate success of every UC deployment.

3. As companies leverage UC strategies that encompass the contact center, they'll look to workforce optimization technologies to schedule experts accordingly

One of the contact center's best practices is to have groups of experts available during particular periods of the day. This pooling of resources enables better service, improves first call resolution and also eases the burden from any one individual to be constantly available to answer all questions.

The same concepts might apply in the enterprise. For example, a solution could track and analyze calls, e-mails or IMs to individuals in a defined group (such as accounts payable), and determine that they tend to receive a barrage of inquiries on Friday at 2 p.m. regarding expense reports. Because people want to get in their reports before the weekend, they tend to call the accounts payable group regarding questions that require additional help from an expert. So if an organization can use technology to predict when these calls are coming in, this makes it easier to schedule experts to ensure they have someone available to take those calls during those key hours.

In today's volatile economic climate, many companies are looking to streamline processes that will have direct impact on the bottom line, and UC can have a profound impact on these activities such as a simplified contract-to-order process and cutting, even completely eliminating, order rejections. Many organizations can improve these processes and see benefits from a UC strategy with the right guidance, strategy, and executive support. Any company that is looking to increase productivity, lower telephony costs, and streamline communications within a single site, or across a distributed or virtual workforce, or multisite organization, should





be looking at unified communications. CIOs and decision makers are seriously evaluating different UC technologies and adoption requirements. Unified communications, when deployed correctly and with the right portfolio of solutions, can result in significant benefits for all types of organizations, from multi-national corporations to single site, small businesses.

Any time new technology capabilities are deployed to the enterprise, especially when they're communications capabilities, it's critical to consider the impact on the overall enterprise architecture and network design. Factors such as managing and improving performance can be a challenge when you're looking at unified communications. Site survivability and disaster recovery are also critical to consider as you implement a new communications capability throughout the contact center and the enterprise that is based upon software versus traditional hardware technology.

Even third-party contracts for vendors such as telecommunications carriers must be examined. In many cases, even though organizations have contracted for certain amounts of bandwidth, their contracts may actually have specific requirements in there that limit certain kinds of traffic such as voice over IP (VoIP) or video. That is more of the technical side. On a more human side, you really must consider user adoption along the way and bake that into your plan.

By analyzing roles of individuals and the requirements that they have for different communications capabilities, an organization is far more likely to deploy functionality that will be used in the appropriate manner to deliver the benefits throughout the enterprise. By analyzing roles, for example, an executive might have different communication needs and different requirements than say a remote worker who might be a sales person or a contact center agent. Carefully planning out what functionality those individuals need will help ensure a high level of adoption and hence a high degree of benefits realization.

Companies deploying UC need to have solutions tailored toward their specific business processes. In response to this need for targeted contact center capabilities, Aspect has built UC applications for the contact center on a Microsoft.net Web services platform. Each of these unified communications applications bring specific functionality from our platform products, Aspect Unified IP and PerformanceEdge.

For example, Seamless Customer Service enables companies to enhance a customer's experience as that customer moves from self-service through to live-agent assist. And even engage an expert in the enterprise to assist if that's necessary. Also, with Seamless Customer Service, that contact center manager can control the entire customer experience from console, from self-service to live-agent assist in real time. Another example is Streamlined Collections where collections managers, and today, of course, collections managers are very busy. They can segment early stage debtors from later stage and apply with the appropriate treatment with one system.

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

Brad Herrington, Product Marketing Manager

Initially some of the drivers for UC were the savings of having a consolidated infrastructure, reducing the maintenance and admin-

istration costs, as well as the industry migration to a VoIP model. With those advantages being common across all industries as well as offered by many vendors, specific UC applications/enablers are now important earlier in the sales cycle. These include customer feedback, process automation and location-independence.

Companies are realizing that enabling customers to interact with them through phone, e-mail, fax, Web chat, and other media types, while made easier by UC, is also exposing them to the pitfalls of "interaction overload." That is leading them to look for solutions that can not only record and manage what their employees are doing, but proactively survey their customer base to get real world data on how service is being delivered, and in turn being able to quickly act on the data provided.

Process automation is the next phase in the evolution of UC. As companies have embraced a model where the contact center is the front door to the enterprise, using their existing communications infrastructure to effectively manage a business process end-to-end is the logical next step for UC. The act of answering a call, collecting some information and hanging up used to be the only part measured in the contact center. Now, organizations want to track where a process started, who worked on it, and how well it was handled. This is where all parts of the enterprise start to absorb some of the UC features that were once contained only in the contact center.

Location-independence is also on the minds of most organizations wading into the UC pond. Taking many different forms – such as mobility, branch support, and home-based employees – its advantages are even greater given the current economic conditions. Deploying UC is enabling an enterprise to keep and attract quality employees in locations within which they don't have a physical presence. Consolidating operations across multiple locations is made easier with UC where presence of an employee is a core part of the technology.

While the current economy may cause some companies to delay a purchase, the interest level in UC has not slowed, but has maintained the level seen prior to the current economic conditions. Some of the advantages that UC provides, such as handling more interactions with the same or less staff, have always provided a compelling reason to investigate UC products. That factor resonates very strong in today's environment.

Some of the challenges with adopting UC are in the planning process. Years ago you bought a PBX and it served a specific purpose and had a capped set of features. Then you bought an ACD, IVR, voice mail, and so on, each with a specific purpose and a feature limit. With the use of the old technology came old procedures. For example, a customer calls an 800-number, the IVR answers, gives "X" options, transfers to the ACD, then delivers to the agent or voice mail. When installing a new UC solution some organizations tend to try and rebuild that procedure in the new system. Why? Because "that's how we've always done it". With UC there needs to be a step back and the question should be asked: "How do you want the process to work?" Most arguments about new procedures are political, not technical.

The integration of business processes and not just the consolidation of communications will allow an enterprise to treat all people and departments as one cohesive unit. Most organizations still see



the contact center as an entity that drops off a form with information they gathered for others to handle from that point forward. Occasionally, someone may step back and ask the contact center to perform an additional task such as notifying the client and gathering more information. As they realize the benefits of merging business processes into UC, the contact center will sit at the executive table as an equal, bringing with it the ability to help streamline the way organizations handle long-standing or even new processes.

**Toshiba America Information Systems, Telecommunication Systems Division ([www.telecom.toshiba.com](http://www.telecom.toshiba.com))**

Jon Nelson, Product Marketing Manager

The most common UC application in contact centers is still screen pops from a CRM application keyed by the caller ID of the caller. This is a continuing phenomenon more than a trend because it was made popular in the 1990's using basic TAPI CTI integration and is still huge today. The driver is the pure efficiency and time savings the agent gets by immediately knowing who is calling and the superior customer service that results. A UC capability growing in popularity is the agent use of white-boarding and desktop sharing collaboration features that help them explain procedures on a help desk or demonstrate products and concepts in a sales environment.

Another growing trend is the number of remote agents deployed. IP technology enables remote connection with all the capabilities of onsite agents.

We haven't seen either a speedup or slowdown in UC adoption in contact centers lately. Certainly, current economic condi-

tions have slowed overall sales to contact centers, and all phases of general business, but the adoption of UC applications has been steady. This means UC adoption is gaining overall. We think the reason is that companies have less money, but still have some money to spend on telecommunications technology, but only if it can prove itself to produce a positive ROI.

We have not experienced resistance to presence applications. Presence seems to go hand in hand with IM/chat capabilities. Agents find it valuable to see if someone is available before bothering to initiate a chat session with them.

Integrating products from other suppliers to our own is always a challenge, but not too difficult to overcome. For example, our Net Phone call control application integrates with CRM applications to provide screen pops to agents, and working with the CRM application suppliers is usually a positive experience.

Security has not been an issue. Our presence capabilities are enclosed within our system, so security is not an issue. Presence client applications span IP networks to connect users wherever they are in various locations, but the IP security is handled the same as any IP communication.

UC applications in the future will enable agents to communicate with customers in more and different ways. We already answer calls, answer e-mails, and IM/chat online. We can collaborate over the network with white-boarding and desktop sharing. We will be constantly challenged to find more effective ways to communicate with our customers. **CIS**

**TMCnet**  
**Web Events**  
**Schedule**



**CRM Strategy: Running a Business on Commercial Open Source**

Explore how the CRM industry is evolving through usage of Commercial Open Source applications to drive top-line revenues while controlling costs. Learn how SugarCRM can provide your organization a better, more cost-effective solution for managing customer relationships.

[www.tmcnet.com/13868.1](http://www.tmcnet.com/13868.1)

**CRM Strategy: Top Trends Driving CRM Innovation in 2009 and Beyond**

Grab an analyst's take on the top trends influencing CRM in the next year and beyond. Also, hear how SugarCRM is keeping on top of the major developments

in CRM, cloud computing, and social media in this informative discussion.

[www.tmcnet.com/13869.1](http://www.tmcnet.com/13869.1)

**What's New in Sugar**

Learn about features in Sugar, including the new Mobile Studio, enhanced web services framework, password management, Dynamic Teams and Cloud Connectors.

[www.tmcnet.com/13870.1](http://www.tmcnet.com/13870.1)

**CRM Strategy: New Customers, New Thinking**

This informative webcasts features a discussion with Paul Greenberg, president of the 56 Group and author of CRM at the Speed of Light explaining the changing role the customer is playing when it comes to next generation CRM processes.

[www.tmcnet.com/13871.1](http://www.tmcnet.com/13871.1)

**CRM Strategy: Open Source and CRM: The Next Frontier**

This is the second in a three part discussion with Paul Greenberg, president of the 56 Group and author of CRM at the Speed of Light. This recording focuses on open source CRM – its benefits and uses – and gives listeners some tips and tricks to making open source applications work for your organization.

[www.tmcnet.com/13872.1](http://www.tmcnet.com/13872.1)

**CRM Strategy: Impact of Wireless on CRM Adoption and the Social Customer**

This is the second in a three part discussion with Paul Greenberg, president of the 56 Group and author of CRM at the Speed of Light.

[www.tmcnet.com/13873.1](http://www.tmcnet.com/13873.1)



# CONTACT CENTER SOLUTIONS

SPONSORED BY:

GLOBAL ONLINE COMMUNITY



INTERACTIVE INTELLIGENCE

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



## ACD Routing Best Practices: LIFO vs. FIFO



**By Tim Passios,**  
*Director of Product Management*

Being first in line is usually perceived as being equal to “greatness.” As a parent, I often see how this perception plays out in the lives of my two young children – each has to be the first to get ice cream, see the movie, open gifts, ride in the front seat, etc. Whenever one of them ends up second, a temper tantrum ensues, along with the complaint of how unfair everything is.

It isn't much different as an adult. Even if it's only a video game, not being first frequently leads to the same frustration. There is one exception, however, and strangely, it's when you're a customer calling a business.

Sometimes, being the last caller in line is actually better than being first.

A few years ago one of our customers spoke at the annual Interactive Intelligence User Conference about a change they made for routing calls in their contact center. Not long after the change, their customer satisfaction ratings increased dramatically. What did they do? Instead of routing calls using the commonly accepted First-In-First-Out (FIFO) methodology, they began using a Last-In-First-Out (LIFO) approach.

I remember sitting in the audience thinking, “Did I just hear that correctly? You're actually giving higher priority to the last caller versus those who've been waiting the longest?”

Our invited speaker had my attention, and got even more of it as he summed up why the FIFO to LIFO change was so impactful:

“If you don't know the truth, your perception is all you have to go on.”

In essence, with LIFO, callers who called in last were answered first, and their perception was one of excellent service, chiefly because they weren't placed on hold. Favorable survey scores could, therefore, be expected afterwards. Conversely, for customers who called in first and had to wait via the LIFO method, they knew no different and assumed their wait time was normal. Survey ratings for those callers, then, would likely be lower, but not terribly low.

Let's compare perceptions. Use FIFO routing in which callers routinely expect at least a short wait time, and poor survey ratings are the norm. Implement a LIFO approach, and the perception is just the opposite: callers know they'll sometimes have to wait, but also know the chance is good that service will be rather quick, if not immediate.

See the difference?

To find out if other contact center veterans agreed with the LIFO routing changeup, I posted the information on our blog site to see if

it would solicit any thoughts. I asked blog readers if there were any caveats to running the LIFO methodology in all contact centers. I also wondered about the impact on calls where the average talk time is high? And what about call volume – does higher traffic cause problems? What about seasonality spikes? I asked readers to think of any factors that would affect their decisions to deploy LIFO routing.

The answers were interesting. While most respondents felt LIFO routing was definitely the better methodology, there were definitely some areas of concern.

One of the biggest was customers getting stuck in the queue. “The only thing that would worry me,” one respondent said, “would be during those times of high call volume. When your queue builds, those customers who were holding would wait even longer because newer calls would enter behind them and would continue to get answered first.” Good point.

Another concern with LIFO was abandons. “Some people, when holding for a while, will hang up and call right back only to find out they get answered right away. Once customers know they can get faster service by hanging up and calling in again, your abandons would go through the roof!” Good point again.

To me, it seems the solution to both concerns for LIFO routing would be to set a threshold that monitors wait times and moves calls up in priority after they had waited for X minutes. This would ensure that callers would be the next call to get answered, creating a balance between customers being answered quickly and customers waiting for a short period without greatly impacting abandoned calls. This would also help set proper customer expectations in line with “sometimes I get answered quickly, but if I do have to wait, it's never more than X minutes”.

Have a few ideas on LIFO and FIFO routing, or some other type of routing methodology? Visit our blog site at [www.inin.com/blog](http://www.inin.com/blog).

*Tim Passios is director of solutions marketing for Interactive Intelligence, Inc. and has more than 18 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 90 countries. For more information, contact Interactive Intelligence at [info@inin.com](mailto:info@inin.com) or (317) 872-3000. CIS*





## Introducing the Outbound Call Center Online Community

Five9's solutions deliver the benefits of million-dollar systems, but without their hidden costs. Five9's predictive dialer efficiently and effectively helps manage product campaigns, generate sales leads, process account collections, raise funds, administer research surveys, and conduct political and community initiatives. Outbound Call Center campaigns also help increase agent productivity, improve sales results, lower infrastructure costs and increase business agility.

Call centers around the world count on Five9's Outbound Call Center software for more profitable and productive outbound campaigns.

- Free consultations
- Free trials
- Free quotes
- Feature articles
- Case studies
- Technology briefs

<http://outbound-call-center.tmcnet.com/>



Powered by:







## Training to Survive

**T**raining contact center staff: agents in soft skills such as empathy, and hard ones like selling and support, and supervisors in getting most out of their agents, is arguably the best set of tools available to help companies survive and grow. Superior training can shorten calls and eliminate repeat ones, thereby lowering call expenses, shrink staff attrition and boost sales and customer retention.



For her Ph.D in industrial psychology, Rosanne D'Ausilio, president and founder of Human Technologies Global, used soft-skills training in a case study that resulted in shortening the calls for a Connecticut utility by 22.3 seconds and saved the company 325,000 a year. It also netted a dividend of increasing customer satisfaction by 9.7 percent.

Given such performance are companies in these challenging times investing in training? Sadly the opposite is occurring, say training experts. While they continue to train new hires to bring them up to speed they are cutting back on new skills and refresher training to keep existing staff current and at the top of their form. That is leading to contact center teams that lack the topnotch skills to interact with scarce, choosy, and demanding customers who know that they can go elsewhere.

Moreover too many firms are asking customer service and support agents to take on cross-selling/upselling to boost revenues but without providing necessary training for those tasks, reports Maggie Klenke, co-founder, The Call Center School. This approach risks failure, she warns, because these selling is a very different skillset and culture from service; these agents were selected for their service not their sales abilities.

Yet savings have to be found somewhere or else firms may risk going out of business. Cutting training is a preferable alternative over letting staff go, which leads to longer queues and more customer dissatisfaction, leading to churn and drops in sales.

The way forward appears to be more focused training and creatively using cost-effective techniques and solutions. This last group encompasses technology-based training: self-directed e-learning including simulations, instructor-led conferenced (Web/webinar or video) sessions, podcasts and chat-based employee social networking sites, integrated with in-person training.

Contact center managers also need to educate senior management on training benefits in dollars-and-cents language. While

firms understand customer value they need to be shown how without adequate training they could lose their customers.

"Let's say you're with a large firm and five percent of the calls you get are bad ones and you multiply that by the customers' dollar value," says D'Ausilio. "Would you be willing to invest \$100,000 to reduce that one million dollars of exposure of bad call experiences, not to mention the cost of customers leaving and acquiring new ones to replace those lost?"

### Smarter Training

Firms need to train smarter and more-cost-effectively, points out Kathryn Jackson, president and co-founder of Response Design Corporation. Too many train whether or not a gap exists or don't apply any training at all even if a gap exists. Instead, training needs to address the specific requirements of the jobs and applied only to demonstrated performance issues.

Companies also need to get better at assessing training needs and producing ROIs for training. Ones based on the effects of the training on how resolving performance issues improve results from individuals, departments, and companies.

Organizations may also have to bring the type of training up a notch or two. All trainers she says know that students are quickly lulled into complacency if presentations are nothing but bullet points of required knowledge.

"Students need to be able to move at their own pace and they need to explore a topic from multiple angles," explains Jackson. "They need simulations and challenges to self-assess what they do/don't know or can/can't do."

Smart training includes a thorough understanding of customers' needs and issues. This can be provided via advanced analytics says Richard Herbst, vice president, learning and performance, TeleTech. Many products and services often require



detailed knowledge and continuous learning as software updates and other enhancements take place regularly. Yet training such a large amount of material is time-and-cost-prohibitive.

With the insights gained by analytics, managers address the majority of callers through a specific training focus. It also enables employees to request, or managers to assign, on-demand training in concentrated, decisive learning events.

“This approach significantly reduces training time, which saves costs and more rapidly produces results,” explains Herbst. “It increases the agents’ success, as they better absorb more manageable sections of data, and apply their learning on the contact center floor more quickly.”

Smarter training also includes getting agents ready to communicate more frequently with customers via e-mail, SMS and Web chat by training them on the high-level grammar, writing, comprehension, and keyboard skills these forms require. While these channels’ volumes are small they will expand thanks to their popularity with the succeeding generation and with the explosive growth of and increasing dependence on broadband wireless communications.

“Multichannel training is a train coming and contact centers need to get on board,” says Alton Martin, CEO of COPC. “When they get on they will find another benefit and that is improved agent retention by increased variety in the work they perform, in channels that as consumers they are very familiar with.”

## The Shift to Technology-Based Training

Training has traditionally been done in-person at company or offsite locations. Yet this means is being supplemented and in some cases supplanted by technology-based training to supplement or in some cases supplant traditional in-person instructor-led training. These tools cut travel costs and productivity losses caused by staff not at work.

Nina Kawalek, principal of The Resource Center for Customer Service Professionals, has seen a surge in registrations for her online Service Representative Certification training courses and exams. The program is suitable for both contact center customer care and internal tech support professionals.

“We see support managers registering themselves, trying it out, then purchasing the course at a volume discount for the rest of the team,” reports Kawalek.

Technology-based training tools also enable more staff members such as agents and floor-level supervisors to be directly trained, thereby improving performance, as opposed to relying on being taught by superiors who had taken the courses. For example, Verint has introduced desktop learning libraries i.e. self-learning web-based clips that customers can distribute to agents and supervisors. Technology-based training solutions are becoming more robust and versatile. Ulysses Learning’s CallMentor System simulation-based e-learning software provides clients the options of having it stored locally on agents’ computers, accessible through organizations’ LANs/WANs, through Ulysses’ application service provider

or any combination. The enhanced technology has enabled Ulysses Learning’s training solutions to be readily deployed from North America to India, Malaysia and other locations in between.

“As contact centers continue to migrate towards self-directed learning, an important consideration is that e-learning needs to be highly interactive and provide sufficient opportunity for learning and practicing the targeted skills,” says Mark W. Brodsky, Ulysses Learning president and CEO. “At the same time, organizations are realizing more than ever that their contact center agents are an extension of their overall brand and at the front line of delivering the corporate brand promise.”

Avaya is introducing video tutorials along with a 10 to 15 step file in its customer designed to help agents learn how to use the many features on its solutions.

“The idea came from our customer advisory panel who said that Avaya IP Agent had so many features and so many configuration options that it was becoming difficult for agents to remember how to use them all,” explains Mike Harwell, Contact Center Desktop Product Management.

Conferenced training incorporates the key benefits of traditional in-person instruction – the realtime interaction with the teachers and the other students that are key for new/updated skills such as service and sales – with the cost-saving travel avoidance of e-learning.

Interactive Intelligence is rolling out conferenced Web-based training to teach IT staff and users on how to use, update, customize, and troubleshoot its solutions. The new tool allows users to remotely control its Customer Interaction Center servers at the firm’s Indianapolis headquarters, thereby turning their desktops into simulators. Instructors can give their online lectures, following which the students can do their lab on the CICs.

With this program customers can get more from their investments and experience fewer and shorter downtime resulting from technical issues says the firm. It also avoids training and practice on production machines, which frees up capacity and prevents any problems.

“Getting people to come to one of our training centers and then spend money on classes on top of their travel expenses is a little more difficult this year,” says Cindy Phillips, manager of Education Services. “Allowing them to sit at their desks and take the training right there is win-win.”

TelStrat uses hybrid in-person and conferenced training for its Engage workforce optimization solution. Typically this includes an on-site TelStrat facilitator leading the customer’s group, with a remote subject matter expert presenting training on that particular product. Tools such as WebEx are used to allow both the facilitator and the remote SME to control customers’ systems and lead them through the training.

The firm has strived to make its product easy to install, configure, and use, which limits the training needed.



"A number of our over 1,600 customers have even installed, configured and maintained their systems without formal training from TelStrat," says marketing director Ed Templeman. "Others are quite happy with the local training they receive from the over 200 Engage resellers in our partner network."

TeleTech uses chat for collaboration and problem-solving, which supports other methods including e-learning, simulation, and in-class facilitation. The learning and knowledge is retained and can be easily referenced as all the information remains online, making it searchable.

"Through social media, we save costs and provide associates (agents) access to live, real-time specialists who could be anywhere in the world, who use chat and other applications to obtain knowledge and share solutions across the globe," explains Herbst. "Social media takes knowledge share well beyond e-learning by allowing people with different skill sets at different sites to share knowledge, ask questions and interact virtually."

Verint has recently incorporated the oldest form of technology training: printed courseware into its product education. The instructor-led and online training references the courseware.

"Courseware gives our customers more details that they can easily refresh and review than we're able to cover in the training sessions," explains Mike Dodge, manager of applications training.

### Technology-Based Training Limits?

There are limits to technology-based training. The method is poor at teaching soft skills such as empathy via role-playing, says Call Center School Co-founder Penny Reynolds. Such training should be done instead in the contact centers followed by e-learning and conference-based methods.

"There is a lot you miss out on by taking people out of face-to-face classroom environment," explains Reynolds. "Trainers can make eye contact, see agents nod their heads. Classroom almost always has better impact."

Yet is this the case? Home-agent teleservices firm Alpine Access doesn't think so. While many other firms with home agents do as Reynolds recommends it relies totally on technology-based training through its Alpine Access University. For example it uses live conference sessions to demonstrate the skills, competencies and knowledge its agents have acquired in the learning and are able to apply to real-work scenarios via role-plays and peer-to-peer interactions.

"Often one assumes that to 'teach' soft skills, a face-to-face interaction is required, yet everyday, our people, who are located throughout the United States, speak with individuals that they never 'physically' meet," explains Diana Derry, vice president, learning community services, for Alpine Access University. "Individuals who work in contact centers – at home or in a traditional brick and mortar one – do not have the physical non-verbal cues that one can learn to read and rely upon in face-to-face interactions. Because our agents' daily interactions are not face-to-face, we are able to closely approximate in our program an authentic experience in training." **CIS**

### To Certify Or Not to Certify...

Should contact centers have their frontline agents and supervisors certified? It depends on whether there is the ROI such as increased customer satisfaction and retention, sales, lowered screening costs, and reduced turnover that outweigh the expense in time and money.

Rosanne D'Ausilio, president and founder, Human Technologies Global, thinks the case is there. Her firm certifies agents and facilitators as Customer Service Professionals from Purdue University's Center for Customer-Driven Quality.

"Certification enables consistency of experience, which is vital for customer satisfaction and retention because it presents a standard that agents must pass and be retested on," says D'Ausilio. "Certification also lowers turnover in conjunction with training as it boosts the agents' skills, morale, and their pride and self-image."

Penny Reynolds, co-founder, The Call Center School sees certification making sense where the skills, capabilities, and knowledge are the same across the board in the contact center. General certification for front-line staff doesn't make a lot of sense because the skillsets common to all contact centers are far too basic and generic.

Yet more sophisticated skills are more firm-and-industry specific. What someone may need at Hilton Reservations she says can be quite different what someone may be asked to do at a help desk or utility.

"If you're going to have a certification program it needs to be developed internally with a mixture of generic skills and those unique to your company," advises Reynolds.

### The following companies participated in the preparation of this article:

**Alpine Access**  
[www.alpineaccess.com](http://www.alpineaccess.com)

**Avaya**  
[www.avaya.com](http://www.avaya.com)

**COPC**  
[www.copc.com](http://www.copc.com)

**The Call Center School**  
[www.thecallcenterschool.com](http://www.thecallcenterschool.com)

**Human Technologies Global**  
[www.human-technologies.com](http://www.human-technologies.com)

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

**Resource Center for Customer Service Professionals**  
[www.the-resource-center.com](http://www.the-resource-center.com)

**Response Design Corporation**  
[www.responsesdesign.com](http://www.responsesdesign.com)

**TeleTech**  
[www.teletch.com](http://www.teletch.com)

**TelStrat**  
[www.telstrat.com](http://www.telstrat.com)

**Ulysses Learning**  
[www.ulysseslearning.com](http://www.ulysseslearning.com)

**Verint**  
[www.verint.com](http://www.verint.com)





by Brendan Read

## Suppliers Going Green

**T**here are many products and services in the market that help buyers 'go green': reduce energy consumption, air and water pollution, cut e-waste, and shrink the space they need for their businesses and homes. Yet what steps have suppliers taken to ensure that their processes: from manufacture/design to workplace practices, are also green?



Here are some of the responses from leading firms. All of them will be appearing on TMCnet.com:

**Brad Herrington, Product Marketing Manager,**  
Interactive Intelligence ([www.inin.com](http://www.inin.com))

Interactive Intelligence does not employ any hazardous materials in the development of its software. All computer equipment deployed by Interactive Intelligence is disposed of and/or shipped according to the current laws governing such movement using commercial shippers.

Our employees and departments recycle aluminum, batteries, cardboard, disks, shipping pallets, paper waste, and toner cartridges. We also participate in an end-of-life computer disposal program and uses carbonless desktop products. To cut down on excessive waste, Interactive Intelligence offers employees and guests filtered ice and water in lieu of bottled water. Additionally, the company café and break rooms are stocked with non-disposable dishes, cups, and utensils, with plans.

Interactive Intelligence maintains an electronic communications environment by distributing company documents and notifications via e-mail, online portals and wiki postings. HR personnel files, forms, policies and procedures are stored electronically.

To reduce energy after hours, all Interactive Intelligence office buildings use set-back modes from 6 p.m. to 6 a.m. Facilities and Office Operations services maintain a consistent building temperature during office hours by operating most building thermostats. Automatic sensors for restroom faucets and stalls help conserve water usage.

Interactive Intelligence strives to select products and services from suppliers that reflect its eco-friendly initiatives and strives to choose cleaning products that have no negative impact on human health and the environment.

Sixty percent of our employees actively participate in external recycling programs, and more than 40 percent have purchased economy or fuel-efficient vehicles. Nearly 16 percent of employ-

ees carpool to work, and 75 percent have the ability to work remotely, further reducing carbon emissions from vehicle use.

**Elizabeth Klingseisen, Large Enterprise Solutions Marketing, Contact Centers** **Siemens Enterprise Communications** ([www.enterprise-communications.siemens.com/northamerica](http://www.enterprise-communications.siemens.com/northamerica))

Since the 1990s, Siemens has embraced telecommuting for its knowledge workers. As IP technology has advanced and remote access has become more pervasive, Siemens continues to enhance our telecommuting portfolio by delivering solutions that make teleworkers more productive.

Out of 2,600 North American employees, Siemens Enterprise Communications provides complete remote worker service to approximately 500 workers, including an IP phone for their home office, and access to unified communications tools, including video and audio conferencing and other corporate tools, such as email and business applications.

By leveraging IP technology Siemens has seen a 70 percent reduction in the cost to support remote workers as well as significant productivity improvements. These 500 remote workers have collectively avoided the annual consumption of over 107,000 gallons of fuel and the associated 1,750 metric tons of carbon dioxide they would have produced while commuting.

In 1993, Siemens was among the first companies in the telecommunications industry to consider the environment in the design, manufacturing, deployment, and recycling of its enterprise equipment. We took this approach as a matter of corporate responsibility.

Since then, we have made great strides in lowering the capital and operating costs of our equipment by carefully evaluating the holistic product life cycle and total energy consumption of our solutions and components, and the business process efficiencies that our communications solutions provide. In addition, Siemens has embraced open standards to enable enterprise customers to mix interoperable, best-of-class components with both new and legacy systems. **CS**

By Tim Searcy



## Answering the Call: 2009 ATA Convention and Call Centers CARE Program

**T**his year, the theme of the ATA Convention and Expo, which will be held in New Orleans on Oct. 4-7, is "Answering the Call." Answering the Call is about understanding how to maximize the value of every contact with each customer or prospect. We will provide answers to tough business questions, share success factors including how to leverage technology and social media, and find out about the most pressing legal issues regarding operations and management. We will also focus on how we use the power of our employment base to make a difference on legislation in Washington, D.C. and locally in our own communities.

Convention sessions will offer specific implementation strategies and numerous exhibitors will showcase and analyze emerging technologies and new services. Attendees will be encouraged to network in the ATA expo hall. Be sure to join the fun during the ATA-Political Action Committee Fundraiser at the House of Blues where we'll be celebrating cajun-style. The Annual ATA Awards Gala and Casino Night festivities will be followed with a late night event on Bourbon Street. To learn more or register to attend the 2009 ATA Convention and Expo, visit [www.ata2009convention.org](http://www.ata2009convention.org).

Answering the Call will also mean focusing on those in need through the ATA's growing philanthropic initiative, Call Centers CARE. Contact center professionals in the ATA actively contribute to numerous charitable causes of their choice. The ATA also organizes association-wide philanthropic efforts during national meetings such as the upcoming convention. We want to world to recognize the efforts of our members as they continue to serve as good community partners.

As in the past, the Call Centers CARE initiative will put the hearts and hands of our members to use at the end of this year's ATA Convention and Expo for a local service project. The City of New Orleans was intentionally selected for our convention site to answer the philanthropic call of a city that still needs economic support and development.

Here are several other examples of Call Centers CARE projects:

- Attendees of the recent ATA Washington Summit gathered to volunteer their time in support of two local Washington D.C., organizations, Thrive DC and DC Kitchen. At Thrive DC, a homeless service center, volunteers prepared and served breakfast for 200 individuals and prepared food for the evening meal. A second group of volunteers worked at DC Central Kitchen, a community kitchen that provides more than 4,500

meals a day. Meals were distributed to approximately 100 agencies in the D.C. area.

- ATA partners with the American Red Cross where chapters and member companies host blood drives in conjunction with area Red Cross organizations. In conjunction with an April Technology Forum hosted by the ATA's New York Metro Chapter and member company DialAmerica, 12 units of blood were donated and over \$1,100 was collected for the local blood bank, Community Blood Services.
- In March 2009, ATA's Arizona Chapter coordinated a diaper and underwear drive collecting more than 2,000 undergarments and diapers for the Sojourner Center, which provides shelter and support services to victims of domestic violence. The Arizona chapter has been committed for the last four years to volunteering and making donations to help similar organizations that support victims of domestic violence.

Other recent Call Centers CARE efforts include: a \$2,000 donation to Toys for Tots' New York Metro Chapter; a donation of 12 bags of toys for Arizona Children's Center patients; and \$7,000 in donations to domestic violence organizations' Arizona Chapter.

I am proud of the professionals in our industry who make an effort to have a positive, professional and personal impact on the lives of others. So many people who attend our events anticipate the Call Centers CARE activities because they allow them to make significant contributions while volunteering alongside other contact center professionals. I encourage you to keep "Answering the Call."

*Editor's Note: For more information about Call Centers CARE, or for assistance in organizing a local philanthropic event, contact ATA Director of Member Services, Lisa Nye Ford at (317) 816-9336. **CIS***



# Upcoming **TMCnet** Webinar Schedule

August 13, 2009 • 2:00pm ET/ 11:00am PT

## Building a Multi-Channel Contact Center in the Era of Social Networking

Sponsored by:

**InVision**  
Software

<http://www.tmcnet.com/webinar/invision>

October 6, 2009 • 2:00pm ET/ 11:00am PT

## Session 3 - The Optimal Strategic Planning Process: Learn From the Best Companies

Sponsored by:



<http://www.tmcnet.com/webinar/bay-bridge-series>

October 14, 2009 • 10:00am EST/ 15:00pm London  
• 16:00 Paris/Berlin

## Series 2: Comprehensive IMS Solutions from Client to Infrastructure

Sponsored by:



<http://www.tmcnet.com/webinar/radvision-series>

November 18, 2009 • 10:00am EST/ 15:00pm London  
• 16:00 Paris/Berlin

## Series 3: SIP Beyond Telecom

Sponsored by:



<http://www.tmcnet.com/webinar/radvision-series>

Archived • View Today!

## IP Contact Centers - How is Voice Quality Measured on Your Network?

Sponsored by:



<http://www.tmcnet.com/webinar/audiocodes11>

Archived • View Today!

## How Contact Center Customer Satisfaction Impacts the Bottom Line

Sponsored by:



<http://www.tmcnet.com/webinar/cfi-group>





# Proving Out Alternative CRM

There is a growing trend in the CRM space towards alternative delivery and design methods, versus traditional on-premises applications written to proprietary software. These Software-as-a-Service (SaaS) and open source models have several advantages, including flexibility, avoiding vendor lock-in, shorter lead times, and cost savings.

Alternative CRM solutions are also becoming more feature-rich and robust. Here are two recent examples:

- Salesforce.com, recognizing that many workers are using Apple's 3G iPhone for business purposes, has updated Salesforce CRM Mobile take full advantage of the new iPhone 3.0 OS software. Customers can easily cut, copy, and paste text from e-mails and text messages directly into Salesforce CRM. They can also create identical records to save typing, easily manage events with ease with a new date-indexed view, quickly find information with custom filters on any list of data and convert a lead as soon as the user hangs up the phone. The iPhone now offers lead conversion on a single form.
- SugarCRM has added a new web services framework, platform improvements, and enhanced mobile features for its open-source CRM solution. Customers can now easily create unique themes suited to the needs of companies or the preferences of individual developers without coding. There is also advanced password management that enables users to set password strength requirements, create system-generated passwords, and allows them to reset their own passwords.

That's the theory, anyway. What has been the experience of companies who have gone the alternative route? Here are several case studies:

## Saveology and Salesforce

Saveology.com is a comparison and shopping site for consumer services such as, communications (broadband, cable, satellite, and wireless), moving, and financial services. It has 52 Web sites and four contact centers: two in the U.S. with over 450 agents, and one each in India and the Philippines with 30 agents apiece.

Being a consumer intensive online business, it needed a tool to allow it to track every aspect of its relationships with its customers and seamlessly integrate across suppliers and partners, explains CIO Stephen Smith. His industry, he said, is highly competitive and, as such, relies upon speed to market with cost effective solutions. His firm needed a solution in place in less than 180 days that delivered full value straight away. It turned to CRM and to Salesforce's hosted solution to handle those functions.

"We had recently deployed a completely new hosting infrastructure, and constructing another application in-house and the associated cost of hardware, software and support made a hosted solution

ideal," explains Smith. "Our analysis demonstrated that our cost of ownership was reduced by over 50 percent compared to our internal solutions; it was a no brainer to go with a hosted solution."

The Salesforce CRM solution delivered, enabling Saveology to meet goals, including retiring an internally developed tool set and achieving a 15 percent efficiency gains within its contact centers. It achieved deployment in less than 90 days and hit its efficiency target within 30 days. It is extending Salesforce across all of its delivery and business channels as the primary interface for all point of sales activity to include all customer management, both self service and fully serviced.

"Our experience has convinced staff and management alike that we made the right choice when it has become increasingly difficult to justify ROI on internal IT projects," says Smith. "We have seen the value that the cloud-based model delivers and plan on taking maximum advantage of that in every aspect of our business. We would not be able to deliver the same services at the same cost and speed using any other tools."

## Innoveer and Suffolk Construction

Suffolk Construction Company is a privately held building contracting firm with sales offices in Boston, Washington, D.C., Orlando, West Palm Beach, and Los Angeles.

Typical for the construction industry, Suffolk did not have a CRM system in place. All leads and opportunities were tracked through Excel and MS Outlook. Yet, strong growth, the need to collect customer information and understand their past and future needs, to ensure ownership and management of data on a regional and corporate level, and to permit a single view of the customers and who "owns" them sales-wise led Suffolk to adopt CRM. It also wanted to increase its sales pipe-line and forecasting accuracy and management, and replace many of its manual processes with automated reports.

After several months of evaluation, Suffolk chose Oracle on Demand and brought in Innoveer Solutions to implement the software. It selected the hosted model because it did not require much customization. Its team found the product easy to use and intuitive and it met the majority of its sales and management needs out of the box.

"Oracle is our platform of choice at Suffolk, and an Oracle front-end application is much easier for us from an integration perspec-





tive, which is part of our future plan,” explains CIO Corren Collura. “We wanted to work with Innoveer Solutions to implement the solution because of its team’s understanding of our business and processes, complete focus on CRM, onsite presence, partnership mentality and project management style.”

A phased implementation would take place starting in July, 2008. By November, Phase one enabled contact, lead, opportunity and historical project information management, and stream-lined reporting. The second phase, which is in the works, will have campaign management to track and manage hard copy and e-mail campaigns and ensure a closed loop from leads to opportunities to closed deals. This will be followed by a third phase focused on integration with its enterprise resource planning system, to remove duplicate entry that occurs from entering contact information in multiple systems, and improve order management.

Following phase three, Suffolk will have one information flow with real-time data, a one-stop shop and an end-to-end, streamlined process from the CRM. This will improve, says Collura, overall productivity and reduce administrative work from multiple people collecting and ‘chasing’ data.

Phase one has achieved the goals set by Suffolk. The Oracle solution reduced the time that business development spends on administrative tasks. It also better manages contacts and opportunities. Reports now only take a few hours to create instead of a full day. Suffolk is using the CRM system to house historic project information. This allows the marketing team to utilize this data when writing proposals, to ensure up-to-date and accurate information and the most appropriate references and examples.

### Secure Health and Prophet on Demand

Secure Health, Inc. specializes in marketing non-invasive medical products and services to improve the quality of life of patients and the bottom line of physicians. It created the Better Balance Fall Prevention & Wellness program to reduce the incidence of falls in the elderly.

The firm says because its medical products and services are cutting edge, prospective doctors need to be educated on the scope of its programs and what the positive rewards are for their clinics. They need to know how the program will impact the quality of lives of their patients by helping them avoid the painful and expensive experience of falling and breaking a hip. In most cases, it has a long, complicated sales cycle, lasting several months or even a year, often involving multiple decision makers.

“I needed a system to efficiently track where each prospect was in the sales cycle,” explains Daniel B. Scherer, CEO of Secure Health. “At a glance, I need to quickly find and review complex information regarding each customer. When on the phone, it’s essential for me to rapidly access what information was sent, what still needs to be sent, specific terms of the proposal or sale, follow-up correspondence, or to address each obstacle and what was done or needed to overcome it. A major objective is to interface the information to project sales revenue for each independent representative and the entire sales funnel.”

Secure Health’s customer relationship does not end with product delivery. Clients require post-sale ongoing education and support to remain current with technology and research, health care regulations and medical reimbursement.

“We required a solution that allowed us to track all activities, follow all support requests, and communicate changes and updates to regulations in a seamless way,” says Scherer.

After initially analyzing these issues, Secure Health felt it had to settle for trying several off-the-shelf software programs, knowing that it would be sacrificing some of its objectives. Each solution offered varying degrees of a total package, says Scherer, but none completely fit all of its prerequisites and each caused system crashes on a daily basis.

Hosted/SaaS CRM services seemed to offer the most flexibility and provide convenient access for its independent reps, says Scherer, including the ability to access data while traveling to stay current with progress and sales activities. Hosting also provides the convenience of not having to back up data, since it is stored off site.

After examining other hosted solutions, Secure Health selected Avidian’s Prophet OnDemand. It began trial deployment in May, 2009 and real-time deployment took place in June.

After the first day of the trial, Secure Health was sold. It experimented with most of the tools available and had no crashes. It also found the program easy to implement, that it performed perfectly, and that it would fit all of its needs with a minimum of modifications to its existing systems.

“Initially, I was skeptical that a CRM solution could be that simple, based on my past experiences with off-the-shelf systems,” says Scherer. “However, I agreed to conduct a complimentary trial period to experience first-hand if it really was that simple. It was.”

Prophet OnDemand has so far met all of its Secure Health’s objectives, advanced efficiency and aided in improving response times. It allows easy access to areas pertaining to each rep’s sales activities while preventing them entry to company-sensitive data. The automated e-mail response segment greatly enhances its ability to stay in contact with each new prospect and ensure they have all information needed in a systematic fashion to make their purchase decision. **CIS**

The following companies participated in the preparation of this article:

**Avidian**  
www.avidian.com

**Innoveer**  
www.innoveer.com

**Oracle**  
www.oracle.com

**Salesforce.com**  
www.salesforce.com

**SugarCRM**  
www.sugarcrm.com

# The InfoCision Difference

PROVIDING HIGHER ROI FOR OUR CLIENTS

## *Reputation for excellence*

*InfoCision enjoys an unmatched  
reputation for quality, integrity  
and customer service. We are the  
only company to earn Customer  
Interaction Solutions magazine's  
MVP Quality Award every year  
since its inception in 1993.*

[www.infocision.com](http://www.infocision.com)



## **InfoCision**

THE highest quality call center company in the world!®

For more than two decades, we've been helping the nation's leading corporations build strong, lasting relationships with their customers. As a Top 50 inbound and outbound teleservices provider, we guarantee our clients the highest possible return on their investment.

## Full-service marketing solutions

InfoCision provides a full spectrum of marketing services designed to guide you through every step of your campaign, from strategy to results analysis.

- Customer identification, acquisition, loyalty and retention
- Inbound and outbound sales
- Customer care
- Lead generation
- Surveys
- List development and segmentation
- Market research
- Thank-you calls
- Rewards and affinity programs
- Vendor evaluation and seed-call services

## State-of-the-art technology

InfoCision's state-of-the-art technology translates to a higher return on investment and a more satisfied customer.

- Inbound/outbound call blending
- Interactive voice response
- Order processing
- Custom CRM applications
- Skills-based routing
- Remote call monitoring
- Broadcast or desktop fax and e-mail
- Web hosting and chat
- In-depth quality assurance
- Real-time reporting
- Variable-data digital printing

## Dedicated to your success

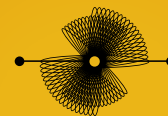
InfoCision's account and operations staff is comprised of marketing experts who work together to integrate a variety of media into your marketing plan, maximizing its effectiveness.

- Account staff devoted solely to your program
- Call center teams specializing in your industry
- Full-time legal compliance professionals
- Direct mail and fulfillment services

## InfoCision Management Corporation

To find out how The InfoCision Difference can help you build customer loyalty and increase your bottom line, call us toll-free at 1-866-670-4IMC.





## All-in-one

Since 1994, Interactive Intelligence has provided its customers with an all-in-one IP communications software suite comprised of premise-based and hosted offerings, including software and hardware solutions, as well as support, education, and implementation services. Awarded *Customer Inter@ction Solutions* magazine's 2008 Product of the Year Award.



Interactive Intelligence is a global provider of unified IP business communications solutions whose common, standards-based software platform gives organizations comprehensive, enterprise-wide functionality that helps them succeed by maximizing productivity and providing the most effective customer service.

## Solutions

Interactive Intelligence has the most innovative solutions available today for the Contact Center as well as unmatched Global Support and services to ensure your implementation and education is successful from start to finish.

### Contact Center Solutions

- PBX/IP PBX
- ACD/multimedia queuing
- Quality monitoring & reporting
- IVR & self service automation
- Knowledge management
- Workforce management (WFM)
- Outbound dialing
- Multimedia recording
- Screen recording
- Agent Scoring
- Multi-site routing
- Customer Satisfaction Surveys

### Global Support

- Technical product support
- iSupport Web access
- Software subscription services
- Software support
- Infrastructure support
- Hardware support
- Preventative maintenance
- Consultative maintenance

## Technology

Interactive Intelligence's single IP communications platform is offered on-premise or as a hosted service providing the complete, flexible, and cost effective solution your contact center requires to respond to customer demands.

- IP PBX/PBX
- ACD with built-in multi-channel queuing
- Speech-enabled interactive voice response (IVR)
- Recording, scoring and quality monitoring
- Outbound campaign management
- Customer self-service and eService automation
- Workforce management (WFM)
- Supervision and system monitoring
- Remote agent capabilities
- Unified communications messaging and voice mail

## The Interactive Intelligence difference

Interactive Intelligence offers a single, all-in-one platform designed to blend all media types with your business rules in one unified system. With the benefit to reduce costs, simplify deployment, improve customer service, increase security and support broader integration to business systems and end-user devices it's easy to see why we stand apart from the competition.

- Manage and blend inbound/outbound multi-channel interactions
- Automate multimedia routing and queuing processes
- Create revenue-producing outbound campaigns
- Improve agent performance, remote agents included
- Elevate service levels and customer satisfaction
- Increase the accuracy of forecasts and schedules
- Simplify administration in a single, central environment
- Unify communications on the desktop
- Connect multi-site operations with a single platform

# the complete, flexible call center solution

Inbound, outbound, or both?

30 agents in Mumbai, or 3,000 seats spread across five time zones?

Whatever your business model, StrataDial Virtual Call Center combines power and flexibility to help you meet your business goals.

**StrataDial® Virtual Call Center (.VC2)™** is a complete contact center solution. It is designed for implementation in a scalable, modular way—so your technology can adapt with ease to your complex business conditions.

## Predictive Dialer

The core of our award winning StrataDial.VC2 virtual call center software is our industry-leading predictive dialing engine. The StrataDial.VC2 predictive dialer efficiently and accurately screens answering machines, busy signals, operator intercepts, fax lines, and other non-contacts. Agents only

receive live connects. This allows for maximum call center efficiency and can *improve overall contact rates by as much as 300 percent* over manual dialing.

## Intelligent Inbound

Our full-featured ACD system includes functionality such as an advanced auto-attendant, unlimited ACD groups, roll-over ACD groups, skills-based routing, inbound screen-pops, intelligent call routing, inbound caller data capture, voice mail, and much more.

## Call Blending

Boost productivity with automated call-blending. Other firms “claim” to offer call blending, but it usually requires manual intervention. Our proprietary algorithm automates the process and makes it seamless to you and your contacts.

## StrataDial.VC2 features:

- > Agent Screen Pop
- > Call Transfer
- > Call and Agent Reporting
- > PC-Based Telephony
- > Agent Conferencing
- > Instant Messaging
- > Screen Designer
- > State-of-the-Art Visual Interface
- > Multiple Real-Time Campaigns

- > Dynacall dynamic call lists
- > Remote Agent Log-On
- > Call Recording and Monitoring
- > StrataQA remote monitoring
- > Blast Voice Messaging
- > Voice Mail for every CSR
- > Inbound Call Intelligence
- > Open Architecture
- > Interactive Voice Response (IVR)
- > Intelligent ACD Routing
- > Dynamic Call Blending

## about stratasoft

Stratasoft creates flexible call center solutions that let you to align infrastructure with business goals. Our award-winning technology leads the industry in key areas such as predictive dialers, predictive algorithms, database management, campaign scripting, management systems, and contact center virtualization. We currently serve over 1,500 customers, providing more than 42,000 seats in 24 countries.

# OPTIMIZE CONTACT CENTER OPERATIONS



At TelStrat, we're in our 16<sup>th</sup> year of bringing to market breakthrough products for the telecommunications industry. This includes comprehensive solutions for contact center environments and enterprise communications, as well as a line of advanced OEM devices for major telecom vendors.

TelStrat's flagship product, **Engage Contact Center Suite**, combines the ease and power of our award-winning call recording technology with an array of best-practice product technologies from across the industry. Together, these yield an integrated, single source, total contact center solution.

Proven in over 1600 installations worldwide, TelStrat's pioneering products are offered through a global network of over 200 reseller partners. Our business is propelled by an unsurpassed commitment to customers, unfailing engineering excellence, and the drive for Innovations in Telecommunications.



From capturing customer interaction to forecasting and scheduling, TelStrat's **Engage Contact Center Suite** answers each major aspect of contact center operation. Engage lets you:

- Capture complete customer interaction at every touch point
- Streamline call times, ensure consistency, and increase quality
- Elevate agent performance and training, and improve productivity
- Knowledge mine call content, maximize resources, and enhance the bottom line



Auto or On-Demand Call Recording with Exclusive Conversation Save™ Technology



Complete Screen Capture and Playback, Synchronized with Audio Recording



Intuitive Agent Evaluation with Weighted Scoring & Reporting



Blazing-Fast, Dictionary-Independent, Phoneme-Based Speech Analytics



Comprehensive Agent Evaluation, Performance Management & e-Learning



Powerful Scripting, Call Automation, & Agent Productivity Enhancement



Enterprise-Scale, Multi-Site Workforce Management, with Planning, Forecasting, Scheduling, & More

Engage Suite's modular design means each component augments and enhances the next, so you grow at your own pace. Within one suite. From one source. **TelStrat.**

For more information, contact your authorized telecom equipment reseller or TelStrat

[www.telstrat.com](http://www.telstrat.com) | [sales@telstrat.com](mailto:sales@telstrat.com) | 972-543-3500





## The IP Contact Center Technology Pioneer Awards

Customer Interaction Solutions realizes that technology is the key to the success of any contact center, as we have been editorially covering contact center technology for nearly 30 years. We also realize that with new products and new categories of products in the contact center space, it can be strenuous and difficult for our readers to keep up with the latest and greatest products and services.

This is why we launched the IP Contact Center Technology Pioneer Awards, so we can highlight for readers the best of the best in this emergent technology that is saving contact centers all over the world a great deal of time, effort and capital. Winners have been judiciously selected based on the IP contact center solutions or services that offered stand-out features, functions or capabilities which set them apart from others in the space.

In the July issue we inadvertently listed last year's winners; please accept our apologies. This month we are presenting the 2009 IP Contact Center Technology Pioneer Award champions. As you may notice several of these firms are repeat winners, which is an admirable testament to their ingenuity and determination to create the very best products every time.

The 2009 IP Contact Center Technology Pioneer Award winners are listed below. To all of the recipients we offer our congratulations.



### **Allegiance**

<http://www.allegiance.com>  
*Allegiance Engage Platform*

### **Aplicor Inc.**

[http://www.aplicor.com/customer\\_support.htm](http://www.aplicor.com/customer_support.htm)  
*Aplicor Enterprise*

### **Convergys**

<http://www.convergys.com>  
*Intervoice IP Contact Center*

### **CosmoCom**

<http://www.cosmocom.com>  
*CosmoCall Universe 6*

### **EasyRun**

<http://www.easyrun.com>  
*EPICAcce*

### **Envision Telephony**

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

### **Five9, Inc.**

<http://www.five9.com>  
*Five9 Virtual Call Center Suite*

### **Ifbyphone**

<http://public.ifbyphone.com>  
*Ifbyphone V3*

### **inContact**

<http://www.incontact.com>  
*inContact*

### **Integrated Broadband Services**

<http://www.ibbs.com>  
*Broadband Explorer 4.6*

### **IntelliResponse Systems Inc.**

<http://www.intelliresponse.com>  
*IntelliResponse Instant Answer Agent*

### **Interactive Intelligence**

<http://www.inin.com>  
*Interaction Feedback*

### **LeasePlan USA**

<http://www.us.leaseplan.com>  
*eRepair*

### **Mitel**

<http://www.mitel.com>  
*Mitel Customer Interactions Solutions*

### **NICE**

<http://www.nice.com>  
*NICE Perform 3.2*

### **Nortel**

<http://www.nortel.com>  
*Nortel Contact Center 7.0*

### **Plantronics, Inc.**

<http://www.plantronics.com>  
*Plantronics EncorePro*

### **Plantronics, Inc.**

<http://www.plantronics.com>  
*IP40*

### **Salesforce.com**

<http://www.salesforce.com>  
*Service Cloud*

### **Sangoma**

<http://www.sangoma.com>  
*NetBorder Call Analyzer*

### **Servion Global Solutions Ltd.**

<http://www.servion.com>  
*Medius LCM*

### **Servion Global Solutions Ltd.**

<http://www.servion.com>  
*iAssist*

### **Toshiba America Information Systems, Telecommunication Systems Division**

<http://www.telecom.toshiba.com>  
*Strategy View*

### **Transera Communications, Inc.**

<http://www.transerainc.com>  
*Seratel*

### **UTOPY**

<http://www.utopy.com>  
*UTOPY SpeechMiner*

### **Varolii Corporation**

<http://www.varolii.com>  
*Unified Varolii Interact Communications Platform*

### **Verint Witness Actionable Solutions**

<http://www.verint.com>  
*Impact 360 IP Recording*

### **Voice Print International, Inc.**

<http://www.VPI-corp.com>  
*VPI CAPTURE PRO*

### **Zeacom**

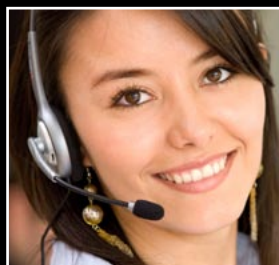
<http://www.zeacom.com>  
*Zeacom Communications Center version 5*

Contact Center Software Community .....3 <a href="http://call-center-software.tmcnet.com">http://call-center-software.tmcnet.com</a>	StrataSoft ..... cover 4 <a href="http://www.stratasoft.com">www.stratasoft.com</a>
Contact Center Solutions Community .....15 <a href="http://callcenterinfo.tmcnet.com">http://callcenterinfo.tmcnet.com</a>	SugarCRM .....14 <a href="http://www.sugarcrm.com">www.sugarcrm.com</a>
Global Headset Community .....7 <a href="http://headsets.tmcnet.com">http://headsets.tmcnet.com</a>	TelStrat.....29 <a href="http://www.telstrat.com">www.telstrat.com</a>
HD Voice Community.....5 <a href="http://hdvoice.com.tmcnet.com">http://hdvoice.com.tmcnet.com</a>	Thomas L. Cardella & Associates .....31 <a href="http://www.tlcassociates.com">www.tlcassociates.com</a>
InfoCision ..... Cover 2 <a href="http://www.infocision.com">www.infocision.com</a>	TMCnet Webinars .....23 <a href="http://www.tmcnet.com">www.tmcnet.com</a>
Outbound Call Center Community .....17 <a href="http://outbound-call-center.tmcnet.com">http://outbound-call-center.tmcnet.com</a>	UsedDialers.com .....31 <a href="http://www.useddialers.com">www.useddialers.com</a>
R.L. Bencin & Associates .....31 <a href="http://www.rlbencin.com">www.rlbencin.com</a>	Zeacom .....11 <a href="http://www.zeacom.com">www.zeacom.com</a>

## Blue Streak Predictive Dialer Prices:

2 agents :	\$2,892
4 agents :	\$3,592
8 agents :	\$ 5,577
12 agents:	\$ 8,452
24 agents:	\$11,882
36 agents:	\$18,348
48 agents:	\$21,392

(620) 860-4205



## To Advertise in Customer Inter@ction Solutions® Magazine Please Contact:

**Karl Sundstrom**  
Executive Director of Business Development — Eastern, Western & Int'l  
(203) 852-6800 ext. 119  
[ksundstrom@tmcnet.com](mailto:ksundstrom@tmcnet.com)

**Jaime Hernaez**  
Strategic Accounts Sales Executive  
(203) 852-6800 ext. 217  
[jhernaez@tmcnet.com](mailto:jhernaez@tmcnet.com)

## IDENTIFICATION STATEMENT

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

To subscribe, call toll-free: 800-243-6002. If busy, call 203-852-6800 or write to the circulation director at [srusso@tmcnet.com](mailto:srusso@tmcnet.com). Subscription rates (published monthly): Free for qualified subscribers in the U.S.A. only. For non-qualified U.S.A. subscribers, \$59. All Canadian subscribers, \$89. All Foreign (air mail), \$109. All orders are payable in advance in U.S. dollars drawn against a U.S. bank. Connecticut residents add applicable sales tax.

## Professional Telesales/Customer Service Management Searches

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

**R.L. Bencin & Associates**  
2616 Hidden Canyon Dr. Resumes welcomed!  
Brecksville, OH 44141 E-mail: [rlbencin@netzero.net](mailto:rlbencin@netzero.net)  
440-526-6726 Web site: [www.rlbencin.com](http://www.rlbencin.com)

## Contact Center Specialists

*Inbound | Outbound | E-mail  
Web Chat | Off Shore | At-home Agent*

**Thomas L. Cardella**  
A S S O C I A T E S

1-888-788-0333 | [www.tlcassociates.com](http://www.tlcassociates.com)

## ARE YOU READY?

## CONTACT CENTER MANAGEMENT

Award-winning, Top-Ten customer service provider with global operations is seeking qualified, highly motivated "business owners" to execute our business model, delivering the highest-quality service in the industry from our labor-strategic locations here and abroad.

If you have:

- A Bachelor's degree in Business Administration or relevant course of study
- At least 5 years demonstrated leadership experience in a contact center environment
- International operations experience (strongly preferred)
- Proven track record for exceeding expectations in a competitive, metric-driven culture
- Desire to develop a team to its full potential and a hunger for excellence
- Willingness to relocate to meet business needs

Then we definitely want to hear from you.

Six-figure earning potential.

Please submit your resume to **9661220@srareply.com** for confidential consideration.

EOE



## Tougher Actions to Save Telemarketing

**H**ere we go again...there has been a spate of stories on telemarketing abuse that will inevitably lead to calls for more legislation and restrictions on telemarketing.

The culprits are all too roughly familiar. They include skels misusing automated dialers to connive money out of consumers, including those with cell numbers and who have gone to the trouble to place their numbers on Do Not Call (DNC) lists. They also include legitimate and often well-known outfits and their managers who through overaggressiveness or carelessness have been calling consumers who are on the DNC registries.

I won't name the firms here. They know who they are and can be looked up on TMCnet.com.

These continuing instances call to question the assertion by businesses and business organizations that self-regulation is the complete answer. Not when anyone can buy a dialer, and hire/put together a telemarketing operation. What is the worst a self-regulatory program can do? Throw out a member of the sponsoring organization? Sue them for dues?

The American Teleservices Association devised 11 years ago, TeleWatch, a program aimed at creating a 'mark' for ethical telemarketers, hoping that will it will have a similar effect of creating trust as the "UL" for Underwriters Laboratories and "CSA" for Canadian Standards Association on appliances. Yet despite the fanfare, the backing of leading teleservices firms, and supportive publicity from the trade media (including this writer) TeleWatch quickly died. The reason, one longtime industry professional told me: "Many of the ATA members did not like being told what to do."

Canada has had one of the most effective, stringent, and thorough self-regulatory programs there is, organized and conducted by the Canadian Marketing Association. Yet even Canada has had to strengthen telemarketing laws, including creating a national DNC.

This is not to say that self-regulation doesn't have value. Any means that trade organizations can devise to ensure that their members stay within the laws and adopt best practices are "five wins" for consumers/customers, companies, the industries, regulators i.e. smaller caseloads and taxpayers. The ATA's Self-Regulatory Organization is to be commended for that reason.

Unfortunately existing laws and regulations do not seem stringent enough to get the attention of enough shady and legitimate marketers alike. They are de facto civil matters slaps on the wrist. A fine here, some bad publicity there – 'the costs of doing business' – is the attitude that too many outfits have.

The risk is that lawmakers may get fed up enough to make telemarketing opt-in, ban all marketing calls to wireless devices, extend that to charities (leaving political purposes alone, of course), and outlaw autodialers for any reason.

There is another more effective option and that is to vigorously criminally prosecute these issues for what they are: harassment and trespassing. For without that specter even banning telemarketing would have little effect.

Making individuals realize that they could be trading their blue business suits for hot pink jumpsuits and Rolexes for electronic monitoring devices would get their attention faster than any blather from the alphabet soup of federal and state agencies. It sends the message that these acts aren't being tolerated, and the consequences are unfunny. Having a criminal record, even if the penalties are minimal and the debt has been paid, will make life in this post 9/11 age from a getting a job or a client to running a red light or leaving or entering the country an ordeal for those found guilty and for their dependents.

The same actions should be extended to "e-crimes": creating botnets, phishing and spamming. The harm created by electronically breaking-and-entering into victims' computers is equal if not more damaging than the traditional "pick/smash/grab", and the perps merit the same if not greater stays in the crowbar hotels.

Delivering a stern message is the surest means to protect and improve the image of telemarketing (and electronic commerce) as legitimate business practices. By doing so consumers once again won't mind when businesses and nonprofits contact them, which will preserve the jobs of the consumers who are contacting or managing the contacts. **CIS**

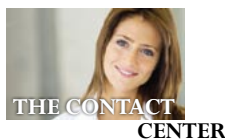


# REMOTE agents or Remote Headaches

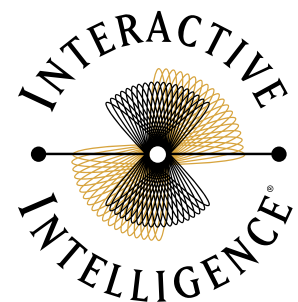
Agents who work outside the contact center violate Rule #1 of the long-standing Supervisor Code. "I have to be able to see them to know what they are doing." Not anymore. We give supervisors a full-time, real-time view of remote agents in one interface... presence, availability, interaction times, alerts, coaching, everything. We call it "remote control."

Watch our webinar on-demand **"Building a Successful Remote Call Center Agent Program: An Expert's View on Home Shoring and Remote Agents."**

Visit <http://www.inin.com/webinars/> for more information and to register online.



**www.inin.com**



Deliberately Innovative



# contact center solutions you need to **create.** **manage.** **succeed.**

Introduce your contact center to a new set of solutions that will help you stand out from your competitors —say hello to the new Stratasoft.

We have repeatedly been recognized for our industry-leading software. And we know that contact center managers are under constant pressure to reduce costs while increasing services to the business. That's why Stratasoft has a portfolio of solutions for enterprise,

mid-market, and small business clients that allow them to streamline contact center infrastructure while integrating more intelligent software to increase productivity.

See how we can help you stand out from competitors. Give us a call at **800.390.1157**, or visit **[stratasoft.com](http://stratasoft.com)**.



Stratasoft proudly announces two new exciting applications to our award winning Stratadial VC2 Contact Center Software. Strata WFM, web based Work Force Management Software. Strata Windebt, fully integrated collections software.