

# Call Center Times

Reaching over 5,700 Call Center Professionals Monthly! August 2002

## *From The Publisher's Desk*

My Trip To 'The City of Big Shoulders'  
Nosa Eke, Publisher  
neke@callcentertimes.com

- Revolutionary technology
- Innovative Customer Relationship Management Methodology
- Cost effective and evolutionary training products and services
- Assertive site selection options

These and several other revenue-impacting trends were the themes at the just concluded ICCM Conference in Chicago. If there was any doubt about the ascendancy of the contact center product/service industry, as a powerful sector of the U.S. economy, then simply ask the over 100,000 call center proprietors how else they could satisfy their customer needs.

The fact is that these providers of contact center products and services are primed to become one of the most influential drivers of the American economy. They create products that determine the satisfaction level of a significant chunk of the service sector of our economy.

When I have attended conferences in the past, my main objective was to meet and become acquainted with these people. They are quietly changing how contact centers all over the country conduct business. Call Center Times is committed to telling their stories. (While highlighting their product/service offering)

For the rest of the month, culminating in the August edition of our print/electronic newsletter, we shall spotlight these companies and the impact of their offerings on the contact center market.

In the meantime, here is a sample:

- eOn Communications (Contact: hpitts@eoncc.com) "Helps enterprises communicate more effectively with customers, convert inquiries into sales, and increase customer satisfaction and loyalty."
- NetLert Communications (Contact: danny@netlert.com) "Produces and markets quality presence-based communication software products."
- Barbados Investment Development Corporation (Contact: bidc.miami@worldnet.att.net) "Provides flexible training grant scheme for U.S. call centers willing to outsource their call center operations to Barbados."
- Envision Telephony (Contact: carolynf@envisiontelephony.com) "Developed click2coach an agent development solution that provides supervisors with the necessary tools to successfully

coach agents with integrated quality monitoring, performance evaluation and personalized training."

- Verint Systems (Contact: kathryn@k Morrispr.com or mariann.mcdonagh@verintsystems.com) "Is a leading global provider of Intelligent Recording and analytic solutions for contact centers."
- The Call Center School (Contact: info@thecallcenterschool.com) "Provides a wide range of training options for call center professionals, including e-learning programs for front-line staff, a 26-topic Web seminar curriculum and traditional classroom courses."
- Ulysses Learning (Contact: cpatton@ulysseslearning.com) Developed CallMentor Suite. "The suite provides three multimedia training modules for agents and supervisors. The ServiceMentor module allows agents to learn from their interactions by simulated conversations with customers. CoachingMentor teaches managers how to coach agents, and SalesMentor guides agents through cross-selling and upselling."
- Rockwell FirstPoint Contact (Contact: lisa.petramala@rockwellfirstpoint.com) "Provides a range of companies and industries, enterprise or small to mid-size, with flexible, reliable, customer contact solutions across multiple channels, decreasing cost and increasing total revenue."
- Incoming Calls Management Institute (Contact: icmi@incoming.com) "Offers the most comprehensive educational resources available for call center (contact center, interaction center, help desk) management professionals."
- LumenVox, LLC (Contact: info@lumenvox.com) "Is a privately held telephony company with over 18 years of experience in the development, implementation and support of voice and speech driven applications."
- eTelecare (Contact: natalie.fischer@etelecare.com) Their global business model "takes the experience of the U.S. and leverages the cost and quality advantages of the Philippines to provide superior value at a lower price."
- APROPOS Technology (Contact: rachel.burda@apropos.com) "Develops, markets and supports a leading customer interaction management solution for multimedia contact centers."

This list is by no means exhaustive. There were several other companies at the conference. (To be profiled later) My impression in speaking with the representatives of the aforementioned companies is that they are cutting-edge, customer satisfaction focused and public relations savvy entities. You will find out as much when you speak directly to them.

To Be Continued....

Enjoy!





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# Feature

## ***Doing Business in Barbados: The Caribaya- Technion Story (2)***

**Caribaya-Technion’s strategic arrangement with Barbados has enabled it to serve major American companies – AT&T, BellSouth, American Express, JP Morgan Chase, Motorola, AARP, Synapse Group, The Hartford and Microsoft among others for the past 8 years.**

They have supported these companies with Web Order Entry Systems, Legacy System Integration, Automated Provisioning, Customer Acquisition, Customer Service, Business To Business and Business To Consumer services.

Working in Barbados has enabled Caribaya-Technion to enjoy significant cost savings while ensuring the highest standards of quality provision. They continue to enjoy such benefits as flexible training grant schemes as well as a 2.5% maximum tax on call center activities.

In the words of GM, Greg Ellis, “The stability of Barbados economically and politically coupled with the comfort level of its populace with American Culture, makes Barbados a logical location for U.S. call centers seeking to outsource”. It also helps to have disaster recovery systems that support the overall IT infrastructure.

Stories such as this, accentuate the emergence of Barbados in a crowded field, as a prime player in the outsource services market.

Contact: Pearlie Drakes (305) 442-2269

**E-mail – [bidc.miami@worldnet.att.net](mailto:bidc.miami@worldnet.att.net)**



# News

eOn Communications Demonstrates Advanced Management Tools For Contact Centers Enhanced WorkSpace Capabilities for the eQueue Multi-Media Contact Center Solution Showcased at Chicago Exposition

ATLANTA (July 30, 2002) - eOn Communications Corporation(tm) (NASDAQ: EONC), a leading provider of unified voice, e-mail and Web-based communications systems and software, demonstrated its new eOn Agent WorkSpace(tm), as well as its eOn Supervisor WorkSpace(tm), for the eQueue® Multi-Media Contact Center Solution at the 2002 International Call Center Management Conference & Exposition (ICCM) in Chicago.

The demonstrations highlighted the benefits that multi-media contact centers can achieve with a unified workspace management approach, including reduced administrative burdens, lowered operating costs and improved contact center performance.

eOn's Agent WorkSpace, a Java-based client application, provides all the productivity tools needed in a contact center through an intuitive graphical user interface, enabling contact center agents to move efficiently between multiple customer interactions. Agents also have the ability

to handle multiple interactions simultaneously, such as multiple e-mails or Web chat sessions. Each customer interaction is displayed as an icon on the toolbar, complete with unique identifiers and visual alerts. Agent WorkSpace also delivers archiving capabilities that provide agents easy access to the customer's contact history. Agents can view data from all interactions that have occurred with a particular customer and follow

the customer interaction through resolution, whether transferred or put on hold or placed in a follow-up status. A knowledge base of suggested responses is also provided to each agent. Based on routing logic, the agent is presented with a knowledge base to assist with each interaction. With Agent WorkSpace, contact centers can increase productivity and improve customer satisfaction, while achieving a higher rate of first contact resolution, regardless of the media channels the customer has chosen to use.

eOn's Supervisor WorkSpace, the management and reporting tool for the eQueue solution, provides contact center managers with a flexible set of monitoring, reporting and administrative capabilities necessary to ensure all forms of customer contacts

are managed efficiently and at the highest service levels. With its package of standard reports, Supervisor WorkSpace allows contact center managers to effectively track agent performance and customer activity. Supervisor WorkSpace also provides real-time management displays and alerts, and can be configured for quick and easy identification of customer contact patterns and trends.

"Unlocking the true power of a multi-media contact center requires a completely unified approach to supervisor and agent desktop tools, and eOn's WorkSpace products address this need by empowering service representatives with the essential information to exceed customer expectations," said Kelly Bevan, eOn's vice president and chief marketing officer. "We are excited about these newest enhancements to the eQueue, which represent our continued efforts to be the recognized leader in providing comprehensive and unified multi-media contact center solutions."

Also featured at the exhibit is a Voice over Internet Protocol (VoIP) demonstration, which highlights the integration of eOn's SoftPhone application with Microsoft Windows XP using the SIP capabilities inherent in the XP operating System. eQueue's VoIP SoftPhone

application eliminates the need for agents to have separate desktop phones in order to provide voice communication. The demonstration also features integrated VoIP gateway capability, as well as IP phones from several manufacturers using both SIP and MGCP protocols.

About eOn eQueue® Multi-Media Contact Center Solution The eOn eQueue® is a multi-media contact center offering a comprehensive and unified solution for customer interaction management. The universal or single queue approach enables contact centers to interact more efficiently with their customers regardless of the media. The eQueue applications include multi-media routing of all interaction types with robust ACD functionality, complete telephony capability, email, Web chat and Web collaboration, integrated voice response, voice mail with unified messaging, fax messaging, quality assurance recording and a complete range of desktop devices and applications. The benefits of using an eQueue are improved customer service and loyalty, increased agent productivity and lower cost of ownership. ■

Direct inquiries to:  
hpitts@eoncc.com



# A Case Study

In a quiet and almost unnoticed way, a technology innovation has been gaining ground and use in Call and Contact Centers across the globe. While the debate of the analysts and industry pundits rages on as to the effectiveness, application or acceptance of real-time communication within the enterprise, a number of Call Centers are using this simple, yet powerful tool to increase productivity and better manage workflow and information.

One clear example of this is Verizon Online's network operations center (NOC) in Texas, which used to look like all busy NOCs—chaotic. Some staffers were teleconferencing, others waving their hands to get a co-workers' attention, and the displays were filled with network information and e-mail messages.

Today, the pace at the national ISP is still fast, but it's less frantic, thanks to an application many once dismissed as just for consumers—instant messaging (IM). Verizon is using NetLert Communications' NetLert Instant Messaging server and clients so in-house operations staff and Verizon's engineering staff can work together on network problems in real time. Messages are recorded and logged in the server during IM transactions. The logged messages can be used for solving future problems, while the log data can be used for management reporting.

Kevin Lee, the group manager of operations says, "With our 24-by-7 NOC, we were always trying to reach multiple people at once, and we had a hard time managing the work load. We were also getting a lot of phone calls from within the company and we were always teleconferencing with engineering." But telephone conferences tended to get

confusing and e-mail wasn't real time enough. "We really wanted to open up the line of communications in the staff so that everyone was on the same page with who was doing what with whom to which project."

Keith Longabaugh, the NOC duty manager for operations support, agrees. "We wanted a way to talk with each other in real-time," he says, "while at the same time being able to have a techbridge (Verizon internal teleconference) or work on a project."

Before instant messaging, when supervisors at the Texas Parks and Wildlife Customer Contact Center needed to make announcements to their entire staff, they had to shout above the din of agents on the phone, interrupting current calls.

"Of course, this is very disruptive, work flow is interrupted, and the customers on the phone could hear all that was going on," said Robert Moss, director of the call center. These days, the center uses NetLert Instant Messaging, a real-time communication product from NetLert Communications. Instead of barking important announcements across the noisy room, supervisors can simply and quickly type the message and send it to every agent's computer screen. "With instant messaging, important information could be communicated without interrupting current phone calls and work flow," Moss said.

The call center fields inquiries about Texas' parks, including booking campsites and other types of reservations, so when uncertain weather invades the state, callers keep the lines busy. "Since park visitors are usually exposed to the elements, it becomes very important to communicate up-to-the-minute weather information," Moss

said. "With NetLert IM, we can draft messages and even send Web links directly to the agents so that they have the most accurate and timely information possible." Other common inquiries to the call center refer to hunter and boater education and hunting and fishing license sales. Customers contact center staff through telephone, Internet, e-mail and fax.

Of course, any IM service can provide real-time communication. But, as in Verizon's case, the company needed more. Specifically, it wanted a system it could host itself that provided instant messaging with no latency. "We wanted to host messages for the whole staff and to get them to everyone as fast as possible," Lee says. "AOL Instant Messaging (AIM) did only the last part of the job." And AIM lacked other features such as tight security and in-house message storage. Though outsourcing instant messaging to one of the large providers would be free, Verizon Online wanted to manage and maintain its own-hosted system. That way, the company would be immune to outsourced host outages and most IM worm attacks and spam assaults.

Verizon wanted a package that gave the NOC centralized management, a universal team message folder and the ability to use any user name. (On the public hosted systems like Yahoo Messenger, easy-to-recognize names have long been taken.) Verizon also wanted an alarm function for critical messages, and an in-house server system. Last, but far from least, it wanted security.

## Security Blanket

Verizon's in-house IT staff started evaluating IM server/client combinations in April of 2001. It looked at Microsoft Messenger, AIM, Yahoo Messenger, NetLert IM and several others. Verizon

did not, however, look at open source IM systems such as Jabber. "We wanted something that was proprietary that we could control and own," says Lee. Message content security and control over message logs were the most important issues. While the remotely hosted services had many of the features Verizon was looking for, they had neither the security nor the centralized management the NOC needed. NetLert IM, however, was built from the ground up to be hosted internally and uses SSL to secure all IM sessions.

"Security should be a major concern for organizations using instant messaging products, especially those hosted by a third party", said Danny Councill, president of NetLert Communications. However, most organizations put security on the backburner to keep costs low. He said many free instant messaging products compromise organizations. "It's just an open port access into an enterprise, and yet a lot of these organizations are still using their free services," he said.

NetLert IM has three layers of security. "It resides behind the corporate firewall, so unless you are going outside that firewall, you're not opening up your system to any kind of intrusion," Councill said. For those instances when NetLert IM is used beyond the firewall, via the Internet, messages use SSL encryption and the application uses specific ports on the network that have already been secured for other products.

Organizations may customize NetLert IM to meet their needs. For example, they can limit access to certain functions, allowing some users to only receive information while others can post, send and receive information. They can even dictate how the product looks on the user's screen, including whether alerts hide under





## Case study Cont'

current screens or immediately pop up on top of current applications.

IM saves time and money

Longabaugh estimates, "On the average we're saving 30 minutes to an hour per day per person." At that rate, even at NetLert's maximum cost of \$40 a seat a year, Verizon Online was saving money within the deployment's first two days

Meanwhile, back at the Texas Parks and Wildlife Customer Contact Center, weather and other office-wide announcements are sent using NetLert IM's alert function. The call center also uses the instant chat feature to communicate among individuals. For example, when an agent is presented with a question he can't answer, he must refer it to a supervisor. So, instead of wasting time searching for the manager in his office or on the floor, the agent merely sends the question to the manager and receives an answer via the instant chat feature of NetLert. The feature also works with pagers and cell phones, so managers are available even when they are not sitting in front of their computers.

"With IM, the user is presented with the information immediately," said Moss. "There is little to no lag time from the time the messages are sent."

In addition, the call center uses the product's polling feature. Danny Councill, NetLert president, said one of the most common uses for polling is finding out when employees will be available for a meeting. The supervisor sends the question to applicable employees. The recipient is presented with a variety of response options, depending on the supervisor's preference. The sender can offer only a yes or no response, or allow a custom

response option. The product then automatically tallies the responses, showing percentages for each possible response.

"On a question like that you can find an answer in less than a few minutes," said Councill.

In addition to collecting and tallying polling results, NetLert confirms receipt of alerts, showing the sender who has or has not received and read the announcement. "If somebody's online it will tell [the sender] that they received it," said Councill. "If they're offline it will then say this person's offline. Depending on the urgency of the alert, I need to now take another method to make sure these people get it."

The future

Verizon today isn't using all of NetLert IM's capacity. The company, for example, first elected to use NetLert IM's own user directory and is only now hooking NetLert IM's user directory into the Windows NT domain model. NetLert can also be used with LDAP or Novell Directory Services. Additionally, Java-based NetLert can run on every client OS from OS/2 to Linux to Macintosh.

In the six months since NetLert went to work for Verizon, the company has had no complaints about its IM system. "No problems with it whatsoever," says Longabaugh. "It's turned our NOC from chaos to organized chaos." ■

Direct inquiries to:  
danny@netlert.com

## Speech Terminology

### **LumenVox Improves Their Core Speech Engine**

LumenVox has announced improvements to their Speech Recognition Engine (SRE) v2.6, which also affects their Speech Driven Information System (SDIS). These improvements are focused on functionality and user development of the core engine.

The C++ API is now a lightweight wrapper class that can be altered by users. With that, a new C API has been added, in which these C functions are called through the C++ LVSpeechPort class. Other changes to the API include the allowance of an utterance to easily be decoded with many user-defined grammars. The number of user defined grammar sets has also been increased to 64 for each LVSpeechPort, up from the original four, with each grammar set allowing 2,000+ words/phrases.

The Speech Recognition Engine (SRE) v2.6 is now completely thread-safe, which allows developers to not worry about system interruptions that could have resulted from prior versions. The out-of-vocabulary filter is also completely functional, so no extra time is needed to decode an utterance when the filter is on. The SRE has improved decode accuracy and confidence measures,

improving the overall recognition quality. The ability to see individual phonemes or phrases that a user spoke is now also available.

Due to the fact that the Speech Driven Information System (SDIS) is an easy-to-use GUI, wrapped around LumenVox's Speech Recognition Engine all of the above improvements are included with v2.6 of the SDIS.

Completely free single-user systems are available for download from the LumenVox website:  
[www.LumenVox.com](http://www.LumenVox.com).

Direct inquiries to:  
[Info@lumenvox.com](mailto:Info@lumenvox.com)



# Product Review



## ULTRA IntelliMiner

Mining The Intelligence In Every Interaction

Every day, thousands of customer interactions take place in call centers across the globe. Each of these interactions offers an opportunity to learn more about the complex and dynamic relationship between business and customer, and to leverage that intelligence to generate new opportunities for profit and growth.

ULTRA™ IntelliMiner is an advanced Web-based analytical solution that extracts critical trends from contact center data and delivers this information as actionable intelligence directly to decision makers' desktops. ULTRA IntelliMiner goes beyond static reports and charts, leveraging patented, next-generation data mining techniques to pinpoint cause/effect relationships and subtle patterns not readily evident in statistical data.

Designed for use by contact center managers, analysts and executives, ULTRA IntelliMiner shields the end user from statistical complexity and provides decision makers with customer and marketplace intelligence that is easy to understand and use. ULTRA IntelliMiner automates data mining and intelligence delivery across the enterprise, reducing business reliance on highly trained information analysts and complex, manually-driven data delivery systems. Using ULTRA IntelliMiner, contact centers can more fully and cost effectively leverage their recorded customer interactions to

- ✓ Optimize business performance
- ✓ Maximize revenue-generating opportunities
- ✓ Deliver a branded customer experience consistently and effectively
- ✓ Significantly improve Return On Investment

ULTRA IntelliMiner unearths actionable business intelligence for continual business improvement. ULTRA IntelliMiner transforms raw data into strategic insights, automatically identifying hidden, often counter-intuitive trends and pinpointing the underlying causes of success and failure.

## The ULTRA IntelliMiner Portal

Unlike products that cannot identify subtle or unexpected relationships and which work only if managers have the time and ability to ask "the right questions," ULTRA IntelliMiner automatically detects customer patterns, preferences, and perceptions buried in large amounts of call center data.

ULTRA IntelliMiner measures ongoing business performance, enabling management to

- Better understand the customer experience
- Identify opportunities for improvement
- Leverage this intelligence to build business-winning strategies and revenue-generating opportunities

**ULTRA IntelliMiner equips decision makers to more readily achieve business goals.** ULTRA IntelliMiner's portal-based user interface enables contact center managers to enjoy the benefits of advanced analytics in an easy-to-comprehend form.

- ULTRA IntelliMiner is designed specifically for non-technical users with no prior data mining experience.
- ULTRA IntelliMiner's Web-based user interface is intuitive and customizable. Data mining results are presented in tables, graphs and simple text, allowing easy interpretation by the business decision-maker.
- A web-based WYSIWYG tool enables non-technical users to develop sophisticated reports, charts, and applications integrated with data mining results.
- ULTRA IntelliMiner's robust tool set also includes visualization; data mining via

dynamic queries; balanced scorecards / dashboards; and industry-specific customizable reports.

**By replaying interactions that caused the patterns detected by ULTRA IntelliMiner, contact center personnel can more effectively**

- Match contact center behaviors to outcomes
- Determine the elements of a consistent – *and consistently good* – customer experience
- Remedy problems that occur

ULTRA IntelliMiner positions decision makers to more accurately assess agent performance and the quality of the customer experience and more rapidly address strategic business issues, including customer churn and process breakdown.

ULTRA IntelliMiner leverages existing technologies and minimizes TCO.

Built for rapid, out-of-the-box deployment with Verint's ULTRA Intelligent Recording solution, ULTRA IntelliMiner requires neither complex, time-consuming integration projects nor costly professional services.

ULTRA IntelliMiner can also provide interfaces for seamless operation with your other management technologies, including Human Resource databases, Customer Interaction Systems (CIS), and Customer Relationship Management (CRM) Systems.

This built-in integration lowers ULTRA IntelliMiner's total cost of ownership and delivers added value by making this "hidden" business intelligence available to other management applications.

ULTRA IntelliMiner thus helps synchronize enterprise front- and back-office functions and enables the enterprise to achieve a more substantial return on investment in its Intelligent Recording and CIS/CRM technologies.

ULTRA IntelliMiner delivers the benefits of advanced data analysis to the entire enterprise.

Verint Systems is a leading global provider of Intelligent Recording and analytic solutions for contact centers.

Verint solutions provide global enterprises with business insight about customers, agents and processes, and deliver this critical information directly to decision makers.

Verint enables organizations to optimize contact center performance and deliver a consistent, branded customer experience.





# Product Review

## Bay Bridge 'Release 2.5 of CenterBridge' Scheduled For October 17, 2002

Release 2.5 of CenterBridge incorporates multiple new analysis and forecasting capabilities, as well as enhancements to existing functionality, that further extend the value and usability of the contact center industry's premier performance forecasting, planning and analysis tool.

### New Features Include:

#### *Instant Budgeting™.*

Release 2.5 includes new financial metrics (including revenue, cost, and profit per call) and automated reporting features that significantly increases the detail and speed with which users can develop contact center budget scenarios and export them to spreadsheet or other budgeting applications.

#### *Enhanced Staffing*

*Optimizer.* The staffing optimizer, which automatically develops multi-year hiring plans by week that minimize cost or maximize profit while meeting service quality goals, will now develop optimal termination plans. In addition, the Optimizer will now create hiring plans that meet quality targets on an "always vs. sometimes" basis (to smooth weekly hiring or termination schedules in the event of variable caller

demand), as well as for selected time periods within the forecast horizon.

### **Expanded Staff Hour Shrinkage and Labor Productivity Analysis:**

*CenterBridge* now enables detailed analysis and "what-if's" around planned and unplanned labor hour shrinkage and provides multiple new labor productivity ratios.

#### *Improved ACD Data Management Capabilities.*

The process of importing contact detail information (from the ACD or workforce management system) that drives CenterBridge's simulation models is now fully automated. CenterBridge also now includes "manual override" capability for the system administrator to edit import data to create new contact behavioral assumptions.

### **About CenterBridge**

CenterBridge is an enterprise-class contact center planning and analysis tool that offers the power and accuracy of simulation-based modeling with the ease of use of an intuitive and feature rich user interface. Designed for the call center manager, workforce manager, of financial analyst/planner, CenterBridge dramatically reduces the time required to develop staffing plans, budgets, and performance forecasts, and significantly

improves the quality of center operations and strategic decisions with its unparalleled accuracy and analytic depth.

### **About Bay Bridge Decision Technologies, Inc.**

Bay Bridge Decision Technologies is a supplier of innovative software tools that improves the quality of decision-making in customer contact organizations through the practical application of advanced analytic technology.

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





# Event

# Curriculum

## 2002 Masters Series in Call Center Management July - December Delivery Schedule

*The 90-minute seminars will be delivered on Thursdays at 10:00 CST. (8:00 Pacific, 11:00 Eastern).  
If this date falls on a holiday, the seminar will be conducted on the prior Tuesday at the same time.*

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**November 12 - 14, 2002  
River Pointe Banquet  
and Conference Center  
Schiller Park, IL 60176**

**January 30 and 31, 2003  
Hampton Inn, Dallas  
West End Conference  
Center  
Dallas, TX 75202**

**February 18 - 20, 2003  
Embassy Suites Hotel  
Buena Park  
(Disneyland), CA 90620**

**March 26 and 27, 2003  
Philadelphia, PA  
Location to be  
announced**

**Tracy Laycock  
PHONE PRO  
800-888-4893**

Jul	2	<b>Blueprint for Call Center Success:</b> Building an Effective Organizational Structure and Team Environment		
	11	<b>Forecasting Fundamentals:</b> Understanding the Four-Step Process for Accurately Predicting Call Center Workload		
	18	<b>Making the Match:</b> Ten Things You Must Know About Recruiting, Screening, Interviewing, and Hiring a Call Center Workforce		
	25	<b>Calculating Call Center Staff:</b> Determining Optimal Staff Requirements for Inbound Calls and Multi-Media Contacts		
Aug	1	<b>Kindergarten or Bootcamp?</b> Developing and Implementing an Effective Agent Orientation and Training Program		
	8	<b>Scheduling Principles and Problems:</b> Developing Creative Staffing Solutions to the Most Common Call Center Scheduling Problems		
	15	<b>Finders Keepers:</b> Understanding and Preventing Call Center Staff Turnover		
	22	<b>Call Center Top Twenty:</b> The 20 Most Common Key Performance Indicators and the Top 10 You Should Worry About Most		
	29	<b>Ready, Set...Where Are We Going:</b> Setting Call Center Performance Objectives and Measuring Them Effectively		
Sep	5	<b>From There to Here:</b> Following the Path of a Customer Contact – The Basics of Telephone Networks and Routing Technology		
	12	<b>Don't Know, Can't, or Won't:</b> Developing a Performance Management Model for Diagnosing and Remediating Performance Problems		
	19	<b>Call Center Technology 101: A Beginner's Guide to Understanding ACD, CTI, and Other Call Center Technologies</b>		
	26	<b>Just the Facts, Ma'am:</b> Using the FOSA Method to Coach Problem Employees and Recognize Good Performers		
Oct	3	<b>Making the Most of ACD:</b> A Guide to Understanding ACD Routing and Reporting Capabilities		
	10	<b>Skill Based Routing Complexities:</b> Applying SBR Technology in Both Traditional and Multi-Channel Call Center Environments		
	17	<b>Motivation Marvels:</b> The Power of Games, Contests, and Rewards in Motivating Your Call Center Workforce		
	24	<b>Filling in the Gaps, Cracks, and Crevices:</b> Performing a Training Needs Assessment and Developing a Comprehensive Training Plan for Your Call Center		
	31	<b>Call Center Math:</b> Understanding and Manipulating Common Call Center Statistics		
Nov	7	<b>Stellar Supervisors:</b> Developing a Career Plan and Training Program for Your Call Center Supervisory Team		
	14	<b>Beyond the Box:</b> Evaluating and Managing Workforce Alternatives Through Telecommuting, Contracting, and Outsourcing		
	21	<b>Making the Case:</b> Building a Better Business Case for Acquisition of Contact Center Technologies and Services		
	26	<b>Making the Most of WFM:</b> A Guide to Automation, Implementation, and Optimization of an Automated Workforce Management System		
Dec	5	<b>Making the Most of IVR:</b> Design, Scripting, and Creative Uses for Your Interactive Voice Processing System		
	12	<b>Making the Most of Quality Monitoring:</b> Understanding the Latest Monitoring Capabilities and How to Make the Most of Them		
	19	<b>Home Sweet Home:</b> Understanding Call Center Site Selection and Effective Workplace Design		
	26	<b>Human Resources 101:</b> Critical Personnel and Legal Issues That Affect Call Center Managers and Supervisors		

**The Call Center School  
www.TheCallCenterSchool.com  
615-812-8400**



# Around & About

## **IEX Announces Competitive Upgrade Program**

Users of Competing Workforce Management Solutions Targeted

Richardson, Texas – July 30, 2002 – IEX, a Tekelec company (Nasdaq: TKLC) and a leading provider of contact center productivity solutions, has announced a competitive upgrade program for the company's TotalView® Workforce Management solution. Under the limited-time offer, current users of competing workforce management solutions are eligible to receive free professional services for data migration of historical contact volumes, average handling time data and agent information from their current system when switching to the IEX solution.

“TotalView is the best workforce management solution available, not just in terms of overall functionality and superior technology but in real-world usability and long-term costs of ownership as well. This competitive upgrade program makes it easier to upgrade to TotalView Workforce Management with the free professional services for data migration,” said Brian Spraez, IEX director of marketing. “A significant percentage of our customers have already changed from a competing

product, and they have been pleased with the upgrade outcome. High on that list is the fact that IEX is committed to each of our customer's success.”

TotalView Workforce Management supports virtually any method of scheduling agents in the contact center, including scheduling bidding support, which has been available for the last year. Based on an innovative, single-server architecture, the solution readily scales to fit any size of contact center operation. A single-server design reduces hardware costs and results in less maintenance compared to products based on multiple server architectures. Multisite contact center operations realize additional benefits from this architecture through ease-of-access to enterprise-wide information, without the need to collect and consolidate data from various servers.

“Our architecture lets users perform any task or view information from other sites at any location,” continued Spraez. “The single server approach also simplifies system upgrades and expansions. With TotalView, you never have to add servers when adding new features or sites to the system.” TotalView Workforce Management is a comprehensive workforce optimization solution

enabling contact centers to deliver consistent service, lower operating costs and boost employee morale. The product automates the process of scheduling service agents in a single or multisite center, accurately matching available resources to forecasted workloads. Additional features include skills-based and multimedia scheduling, real-time and historical adherence, short-term and long-term resource planning, intraday management, vacation and holiday planning, enterprise reporting and web-based delivery of agent **schedules and statistics.** ■

## **Call Centers: Would you rather sell? Or have someone buy? STI Knowledge engages best-selling author to train agents in new method**

Taos, NM – Sharon Drew Morgen, author of the New York Times best-seller *Selling with Integrity*, and developer of the Morgen Buying Facilitation Method™, has partnered with STI Knowledge, the internationally recognized customer support best practices, products and certification company, to train call center agents in ethical and more efficient methods of selling.

Morgen, who espouses a consultative approach to selling, believes that the most effective way to sell is not to sell – but to help prospects find their own answers to their own questions. By helping prospects understand their own needs and how to fill them, sales people can stop wasting time in pitching prospects who won't buy and they can focus on prospects who will. She contends that the real problem in most sales transactions is that the buyer doesn't know how to buy.

Steve Weckler, vice president of education for STI Knowledge, says that Morgen's innovative training will differentiate those call centers managed by STI Knowledge as well as those whose agents are trained through STI Knowledge.

*Training in the Buying Facilitation Method™ is available in addition to STI Knowledge certification courses.* ■



# Essay

Wanted: CRM Professionals,  
By Chad McDaniel, President,  
McDaniel Executive Recruiters

A common question asked by our candidates is; How does my compensation compare with people in the industry, in like for like situations? The answer is, it depends.

Knowing that this is not the response our candidates look for, we immediately move to a detailed investigative conversation, which will ultimately lead to an understanding of "Worth What Paid For".

It is no surprise that CRM professionals want to ensure they are being fairly compensated and treated equally based on the similar value that they bring to an organization.

CRM professionals are a new and fast growing breed. As the complexity of CRM analytics change, so does the compensation evaluation. Chad McDaniel President, McDaniel Executive Recruiters It is well noted that CRM continues to enjoy a past-faced growth curve, as most companies continue to raise the internal benchmark on how they retain, grow and maintain customer relationships. We have seen the simple call and answer approach become greatly diluted with technologies, knowledge management systems, seamliness integrated approaches to serve customers through a multitude of complex channels, customers behaviour changes, expectations varied, etc.etc... The CRM professional had to adapt and learn all of these dynamics real time, with little or no support and benchmarking. These

direct dynamics have impacted the "Worth What Paid For" equation on how we must look at compensation.

When looking to establish a benchmark for yourself, the basic starting points are: geographically where you reside, type of industry, complexity of the call handling at your center and amount of knowledge you must obtain/retain with technologies, etc.

We consider these the basic starting points. However to get a more real assessment, we must go beyond these factors and look at:

- Previous Business Experience – depth and breath you bring
- Specific measurable and results you have delivered to an organization (i.e. increased revenue, service objectives, customer satisfaction, etc)
- Energy Level – Do you thrive on being the CRM guru? Where is your passion?
- Goals/Objectives – how will you directly impact the bottom of line of the organization? Clear obtainable goals with realistic outcomes that the hiring company can put a measurable against towards your compensation.

These are just some of the factors that will give a potential employer an understanding of how you're going to deliver on the expected, but what also additional value you will bring to the unexpected.

It is within these dimensions that real drivers are established for determining your "Worth What Paid For". We have found that there is direct correlation between professionals who command the highest income for their position and professionals who approach their careers in these terms.

## 2001 Trends

As an industry leader in CRM executive search, we have found a shift in focus from last year's trends to this year's trend:

- With a trend towards smaller contact centers, CRM professionals are challenged with managing multiple locations that may offer a variety of different challenges.
- The Midwest continues to lead the number of job openings, while the Southwest seems somewhat saturated with talent. The Northeast, Southeast, and Northwest continue to show strong requirements for CRM talent.
- We have called 2001 the year of "Revenue Generation". We have seen an overwhelming need for CRM talent that understand how to do drive and grow CRM revenue channels. We saw 2000 as the year of the "Service Expert", this year it is the year of "Revenue Generation". People that understand both sides of the equations are well positioned for future needs.
- We are seeing on average Contact Center Manager salaries averaging between 50-75k and Contact Center

Directors averaging between 75-110k.

- We are seeing a great need for CRM analytics professionals. These are the people who analysis the data generated through CRM channels and can assist management with identifying segmentation strategies, target marketing efforts, etc.
- Cross Border CRM opportunities continue to represent various new and unique opportunities for CRM Professionals. These are the companies that believe they have a sustained value proposition of conducting customer care offshore vs. within the US.

While the talk continues to be about a shrinking economy and a downturn in the job market, we have seen a sustained need for CRM talent and the future continues to be very strong.

We strongly believe with the anticipated growth projections in the industry, the CRM professional is well positioned towards commanding a high "Worth What Paid For" value. How do you measure?

204-953-3930 - Direct  
204-953-3933 - Fax  
mcdaniel@justcareers.com  
www.justcareers.com





# Company Profiles

## Featuring North America's Leading Providers of Call Center Services

To be listed in this column, e-mail us at [info@callcentertimes.com](mailto:info@callcentertimes.com) or call our business office at (972) 395-3225 to request information regarding our advertising programs.

### Ulysses Learning

Each of your reps has over 100 opportunities a day to build customer loyalty and increase sales.

What are they saying? And, are their judgment and decision making skills up to this critical task?

This is serious business. Each conversation that occurs in your contact center is your company's best chance at building loyalty and winning new business. Your reps must be fully prepared to capitalize on these opportunities.

That's why your contact center reps need Judgment@Work™.

Ulysses Learning is the recognized world leader in building Judgment@Work skills with its dynamic, simulation-based e-Learning CallMentor™ programs...for customer service, sales and coaching.

E-mail or call us today - [info@ulysseslearning.com](mailto:info@ulysseslearning.com) or 800.662.4066.

Learn More. [www.ulysseslearning.com](http://www.ulysseslearning.com).

### Data-Tel Info Solutions

For more than a decade, Data-Tel Info Solutions has provided flexible, scalable contact center automation solutions. Founded in 1991, Data-Tel Info Solutions provides the most comprehensive, integrated, multi-feature service capabilities available today.

Data-Tel Info Solutions' fully blended award winning, Contact Center Software Suite, xSELLerator 6.0 features Inbound, Predictive Outbound and Web-based technology that allows your agents to handle all customer interactions simultaneously.

Data-Tel also offers Perfect reCALL, a voice logging system used to document and archive voice conversations over digital or analog phone systems. Whether you're upgrading your existing call center or building one from the ground-up, Data-Tel has solutions to make your call center productive and efficient.

Contact: 888-926-1131 - Todd Miller  
E-mail: [toddmiller@datatel-info.com](mailto:toddmiller@datatel-info.com)

### Sytel Limited

Sytel is dedicated to developing world-leading outbound call center software, without compromise.

Softdial Plugin, the Sytel soft predictive dialer, delivers maximum agent talk time at the lowest abandoned call rates. Softdial Plugin will plug straight in to your existing system, giving you the predictive advantage in no time.

Driven by Softdial Campaign Manager, it offers the ideal predictive dialing solution both for the smaller call center and larger distributed call centers and ASPs.

All Sytel products are designed to give superb performance even under the toughest dialing conditions, and working within the strictest outbound telemarketing rules.

Contact [info@sytelco.com](mailto:info@sytelco.com) for a free trial.

# Award

Masters Series Web Seminars Named ICCM Best of Show

Nashville TN (August 10, 2002) — The Masters Series in Call Center Management from The Call Center School (TCCS) was recently awarded Best of Show honors at the recent International Call Center Management (ICCM) Conference in Chicago as the industry's best training/coaching solution. The Masters Series is a 26-topic web seminar curriculum in which instructor-led programs are delivered each week via the Internet.

The Masters Series is made up of 12 People Management topics and 14 Operations Management topics and is designed for call center managers and front-line supervisors. Completion of the People track, Operations track, or both tracks and a passing score on the Mastery Exam earns a student certification in that area from TCCS. The series also serves to prepare students to take the Call Center Industry Advisory Council (CIAC) certification exam.

ICCM's Best of Show awards are decided by an independent panel of judges who review a wide range of products in a particular category. Winners are selected based on quality of product/service, cost effectiveness, return on investment potential, and applicability of product to the call center market. According to Paul Stockford, Senior Analyst with Saddletree Research, "The web seminar series is a comprehensive, reasonably priced, and highly personalized offering. The offering reflects an understanding of what people are looking for these days in a training product. It is not just

high tech, but high touch as well."

The cost of a single web seminar connection is \$250, with discounts available for multiple seats. An unlimited number of people may participate around a single web/audio connection, making the training solution a very cost-effective one for companies with groups of employees to be trained.

The 90-minute web seminars are presented every Thursday morning and are facilitated by senior faculty from The Call Center School. To learn more about the various topics available and seminar dates, visit: <http://www.thecallcenterschool.com/webseminars.html>.

### About The Call Center School

The Call Center School provides a wide range of education and training services for call center professionals. Based in Nashville, TN, the company provides e-learning programs for training front-line staff on call center operations, a 26-topic web seminar curriculum entitled The Masters Series in Call Center Management, and a variety of traditional, classroom courses on a wide range of call center operational topics. The Call Center School also specializes in customizing educational programs to fit the specific needs of any organization. For more information, visit [www.thecallcenterschool.com](http://www.thecallcenterschool.com) or call 615-812-8400.





# Barbados...

Paradise for  
Call Center  
Relocation

Contact us at

*email: [bidc.miami@worldnet.att.net](mailto:bidc.miami@worldnet.att.net)*