

Call Center Times

Over 275,000 Hits Monthly! November 2004

A View from the Outside

Defining External Call Center Performance Metrics

The long-term success of any organization, and particularly a service organization such as a call center, depends upon continuous improvement. Most call centers have numerous measures of individual, team, and overall call center performance. However, the key to continuous improvement also involves listening to customers to learn how effective the organization is meeting their needs.

Understanding customer perceptions of your organization's performance can only be accomplished through a systematic customer surveying process. It is important for the call center to perform its own surveys in order to understand the perceptions of customers related specifically to call center transactions. Many organizations perform regular customer satisfaction surveys, but these surveys focus on products, pricing, and a variety of other concerns with the call center experience sometimes buried in the overall questions and scope of the survey. To truly evaluate how effectively the call center is serving customers and representing the organization, it is crucial to do customer surveys solely focused on the call center experience.

Types of Surveys

There are several different types of surveys that an organization might do. These three types of surveys are:

Specific purpose surveys – These surveys may be conducted to ask a specific question about call center operations. For example, the organization may wish to query customers about the adequacy of hours of operation or to test out a new pricing structure. These surveys are limited to a very few questions around a single topic of interest.

Periodic surveys – These surveys are used to gauge perceptions around issues in the overall relationship between the customer and the organization or department. These surveys related to no specific transaction, but rather ascertain how well the organization is doing in the customer's eyes with respect to ease of doing business, value delivered, areas needing change, and importance attached to certain service attributes.

Transaction surveys - These surveys are performed in conjunction with some specific event or transaction and are used to gauge the customer's perception of that particular transaction. These surveys are event-driven and typically

happen very soon after the event to be evaluated.

Customer Survey Steps

Regardless of the type of survey to be performed, there are five basic steps to be followed in performing customer surveys. These steps are:

1. Project planning
2. Instrument development
3. Survey administration
4. Data analysis
5. Reporting and action

Project Planning

Every call center survey should start with a statement of purpose. This statement should outline the motivation for the survey, the target audience, the needed results, and what actions will be taken with the results. The statement of purpose should be simple, but detailed enough to serve as a "beacon" to keep the project focused and moving forward.

Another step in planning a customer survey will be to identify the required resources. Outline any facilities that will be needed, along with any special equipment or tools to perform the study. Personnel will also be defined at this point by assembling a cross-functional project team. Members of this team should include a project



manager who will oversee the project and perhaps do most of the work, along with those that will be involved in questionnaire design, implementation, and analysis. It is desirable to enlist a project sponsor or champion who is a member of senior management to ensure resources will be allocated to the project as needed. This project team may also include select customers, as well as supporting departments and outside partners or vendors that may assist in the project.

Every survey project should begin with planning a budget for the project. The budget should include such items as staff salaries, computer hardware/software, postal or telephone fees for survey implementation, training, incentives for participants, and perhaps survey software tools.

A project schedule should be defined that outlines how long each phase of the project will take and what milestones are dependent upon other tasks being completed first. The phases to be outlined in the schedule include project planning, questionnaire

design and development, questionnaire review, survey administration, data analysis, and reporting.

The final stage in the planning process is content development. This step is sometimes referred to as “the survey before the survey” and is used to ensure all critical issues and concerns are indeed being covered in the actual questionnaire. This initial survey can take the form of one-on-one interviews with individuals, or can be accomplished in a focus group setting. It is important to include individuals or companies in this pre-survey process who will willingly bring out issues and concerns. These initial surveys should be done until no new issues surface, so that all potential customer concerns are addressed in the survey instrument.

Instrument Development

In developing the actual survey instrument or questionnaire, it is important to start with an idea of what information is needed in the final report and work backwards. Designing the questionnaire will be an iterative process and ample time should be

allowed to get it right. Three categories of questions are typically included in a survey, including ones that address service delivery attributes, demographic variables, and customer attitudes toward the call center and the organization.

When writing the actual questions, it is important to consider phrasing to avoid loaded or leading questions, and to avoid jargon and ambiguous wording. Questionnaire design is critical so that customers will not just take the time to complete the survey, but will be able to complete it correctly.

Each survey instrument should include an introduction that explains who should complete the survey, how much time it should take, how to respond to questions, what to do when finished, and what the deadline is for participation. Critical terminology should be defined at the beginning and sequencing instructions should be given, whether given verbally in a telephone interview, or displayed legibly in a written survey.

Another crucial design element is the type of data to be used. Some questions may be unstructured and require a textual response, while other questions may be structured in a multiple-choice format, or in a rating scale of some sort.

Survey Administration

There are various ways to administer a customer satisfaction survey. Traditional paper-based mail surveys have declined in popularity in recent years due to their low response rates and availability of faster means of communications. A high percentage of call centers utilize telephone surveys, conducted either by in-house staff or by a third-party specialist. Electronic surveys via e-mail and the Web are also growing in number. The variety of administration methods that can be used, along with their relative advantages and disadvantages is provided in matrix form below:



Response Rate	Low	High	High	High
Speed	Slow	Fast	Very fast	Very fast
Cost/Survey	Low	High	Low	Low
Scalability	Some	Linear	Very high	High
Ability to Clarify	None	High	None	None
Instrument Feedback	Some	Yes	None	None
Question Complexity	Highest	Very low	Low/High	Low
Admin Control	Respondent	Interviewer	Low/High	Respondent
Admin Bias	Limited	Interviewer bias	Sample bias	Sample bias
Anonymity	Yes	None	Questionable	Yes
Comments	Low	Spontaneous	Contemplative	Possible

Another key decision in the survey administration process will be the sampling procedure. The organization should consider its customer population and determine whether a census is needed or whether a representative sample will be used. If a sample is to be used, correct sampling procedures should be employed in order to arrive at a precise and accurate conclusion. The sample size will depend upon the number of responses needed as well as the expected response rate from the participants. The number of needed responses will depend upon the desired accuracy and precision of the survey, with the amount of accuracy needed being dependent upon the amount of variation in the sample.

Once the sample size and sampling procedure has been determined, a pre-survey notification should go out, either via traditional letter or by email. This notification should explain why the survey is being done, how the survey will benefit the participant, how results will be communicated, and what, if any, incentives are provided for participation. Upon conclusion of this notification, the actual survey is distributed.

Data analysis

Once the survey has been distributed and responses gathered, the next step in the survey process is to analyze the results. Analysis will vary depending upon whether the questions were purely statistical in nature, or where unstructured textual responses will be received. The data will typically be analyzed to determine averages or other means of central tendency. The data will also be analyzed to determine how the responses are distributed. It is important to not only look at the average responses or scores, but also to look



at the dispersion of results from low to high. Statistical analysis (beyond the scope of this book) should be employed to arrive at meaningful conclusions from all the data gathered in the survey process.

Reporting and Action
The purpose of doing a customer survey is to determine how effectively customer needs are being met. Once the data has been analyzed, the next step is to report the survey results to relevant parties, and also to act upon results of the study to improve the service process and strengthen relationships with customers. Actions might include follow-up research or root cause analysis, immediate service actions, or continuous process improvement initiatives.

More Information

Want to learn more about the process of doing customer surveys? We highly recommend *Customer Surveying* by Dr. Fred Van Bennekom and the *Survey Research Handbook* by Pamela Alrech and Robert Settle. Both provide excellent, step-by-step instructions on how to develop, implement, and fine-

tune customer surveys for your business improvement process.

About the Author....

*Penny Reynolds is a Founding Partner of **The Call Center School**, a Tennessee based consulting and education company. The company provides a wide range of educational offerings for call center professionals, including traditional classroom courses, web-based seminars, self-paced e-learning programs, and call center management books. For more information, email Penny at penny.reynolds@thecallcenterschool.com or call at 615-812-8410.*

TESTIMONIAL

Global Response Partners
with Catalog
Retailer for Live Chat with
Customers

If you want to sell on the Internet, it takes more than just posting an online brochure or product catalog. It takes more than a friendly call agent on the phone. It takes more than easy-to-use technology. It takes all three working simultaneously and flawlessly.

"Some people don't like the phone, some people don't like the web," says Timothy Holody, COO of catalog retailer Palm Beach Jewelry. "You need to have several possible points of sale. You have to be ready to try new ways of doing things."

Recent research from Forrester Research shows that in 2003, 30 percent of people who shopped or did business online used chat for customer service. That number is expected to increase to 52 percent by 2006, according to Forrester. Younger shoppers are leading the way.

"I watch my 16-year-old son on the computer," says Wendy Leuchter, vice president of marketing at Global Response Inc., a customer contact center headquartered near Fort Lauderdale. He doesn't talk to people on the phone. He's

instant messaging and having conversations online. And he wants information right away, not e-mailed to him in a few days."

For Palm Beach Jewelry getting into what's new meant teaming up with Global Response, its outsource call center, to provide live chat with customers as a way to improve customer service and boost sales. It also meant looking at new ways of compensation.

"It's a partnership," explains Holody. "With Global Response we asked them to get way from their traditional call per minute fees. Instead we pay them a percentage of all sales. That's incentive for them to do upsells."

Global Response has already enhanced the bottom line at Palm Beach Jewelry, a subsidiary of Seta Corp. headquartered in Boca Raton, FL.

Palm Beach Jewelry saved some \$500,000 in annual administrative costs by shuttering down its own call center, instead outsourcing those functions, both the sales and the customer service sides, to the web-enabled facility of Global Response. Palm Beach Jewelry initially hired Global Response to handle overflow. Last July it assigned the



entire function to the outsource provider after it measured its performance against that of its in-house center, says Holody.

Seta looked at sales generated through the call center using Palm Beach Jewelry scripts for upsell and cross sell. Of customers offered the chance to learn about additional offers, such as matching items, gift boxes or clearance sales, 85 percent agreed to hear the offers. Of that number, 15 to 20 percent accepted them. "That's what we were getting in-house, and Global has been able to maintain that," adds Holody.

To further grow its relationship with its call center provider, Palm Beach Jewelry agreed to undertake the cost of new software that would provide live chat to its customers. With InstantService, Global Response agents are now able to quickly help customers navigate Palm Beach Jewelry's web site, answer customer questions and update order status via live chat, thereby increasing customer satisfaction and loyalty.

"Global Response had not used an application like this before," says Scott Carlin, sales representative for InstantService Inc. who trained a team of Global Response employees in Fort

Lauderdale. "But it's a very easy tool to use."

InstantService Inc. is a Seattle-based application service provider of chat and email management that integrates with existing e-commerce and CRM systems, facilitating relationships between companies and their customers.

Global Response already required computer literacy as well as voice and customer service skills of its call agents who work across phone, e-mail and chat. Rick Fairchild, workforce management/quality assurance manager, says they're held to a higher standard of performance than agents who are exclusively on the phone. "They are more like help desk representatives; someone who has more problem-solving skills and is a little more analytical," he says.

While live chat has been operational for only four months, both Holody and Fairchild are optimistic that with a newly designed web site ready to launch this month [November], Palm Beach Jewelry will see significant results.

Carlin, of InstantService, says that some online retailers have seen a 20 to 30 percent lift in sales after

using live chat and are also able to reduce e-mail costs.

Live chat agents can engage web visitors and direct them to a sale, and give information on a product at that moment - when purchase interest is highest.

InstantService's technology allows a supervisor to monitor how productive customer-support agents are from a log that shows the number of chats they handle and how long it takes to resolve a customer issue. Agents and managers also can see how long customers are waiting in order to decide if more agents are needed.

The customer service experience is greatly enhanced with the interactivity of InstantService Chat. While phone agents are limited to saying, "let me tell you," chat agents are able to say "let me show you" or "let me do it for you." Chat agents can push URL's, co-browse Web pages, jointly fill-in forms, download/upload files, and even take over control of the customer's PC to resolve problems right away. These features are especially beneficial in a technical support situation.

"It can be phenomenal," says Carlin. "You have the ability to handle more than one customer at a time, even up to 10 customers at a

time... You can't do that on the phone."

The call center agents at Global Response are up to the challenge.

Global Response is a complete customer contact support firm headquartered near Fort Lauderdale. Ranked among the top 50 U.S. call centers, Global Response processes over one million inbound calls a month. Services include comprehensive inbound and outbound teleservices, e-mail & data management, electronic Customer Relationship Management/eCRM, and fulfillment.

For additional information visit <http://www.globalresponse.com>.



COMPANY PROFILE

Quality Control System A Success For The Connection® An Award-Winning Call Center

(BURNSVILLE) The Connection®, an outsourced inbound call center and recent winner of the “MVP of Quality” award has developed and implemented a new quality control system called Web Quality Plus (WQP). WQP is a web-based system used to ensure efficient and top-quality monitoring for clients of The Connection®.

The user-friendly system, available to clients 24 hours a day, is one of a kind. WQP provides state of the art monitoring tracking for clients and call centers. The system identifies key quality trends and enables QA personnel to easily calibrate with the client. WQP allows the client, call centers and National Account Managers to monitor calls together and input scores and notes

into the system at the same time. The system offers 20 quality reports and drill downs that allow authorized personnel to view the results and quality of their facility.

Clients access WQP through a secure link to monitor and print custom reports detailing specific areas of feedback. WQP is unique in that it provides a “need help” button, which submits a client’s question directly to the Quality Assurance Manager via email. Each question or concern is addressed by the next business day. The user-friendliness of the WQP system are unique to the call center industry and set The Connection® apart from its competitors.

The Connection® developed the system to

create a stronger partnership with its clients and to monitor quality control more effectively. Cheri Helder, Quality Assurance Manager, explained, “Each Quality Assurance system is customized to the client’s specifications in combination with our ability to instantly identify details of QA trends. In return, this allows us to work very closely with our clients.” In other words, The Connection® is on the same page with its clients and this has created a greater partnership and has enhanced overall quality.

Because of the commitment to quality, The Connection® again has won the recent “MVP of Quality” award given by Customer Inter@ction Solutions magazine. It is also a recipient of the “Top

50” inbound service agencies in the country. The Connection® partners with mid to large-sized established companies in the industries of Catalog, DRTV, Wireless, Telecommunications, Financial Services and Pharmaceuticals. The Connection® handles large volume call spikes and offers quick program set-up, trained sales agents and multiple redundant facilities. For more information on WQP please contact The Connection® at 1-800-883-5777.

FOR MORE INFORMATION, CONTACT: Auralie Simi, Sales & Marketing Specialist, The Connection®, 952.948.5335 or auralie_simi@the-connection.com.

ESSAY

Cartoons Capture the Attention of Call Centers Operators.

As all of us who are in the call center industry know running a center is no laughing matter. Dealing with behavioral problems as diverse as poor call quality, absenteeism and harassment makes the management of large employee populations a very serious business.

However that doesn’t mean that laughter and the

appropriate use of humor can’t be used very effectively to deal with difficult situations in employee training and communication.

At least that’s the point of view of MaraStar Communications an employee training and communications company in Paoli, PA that develops and distributes business

animations that are being used by major companies throughout the US to deal with behavioral issues.

The cartoons are actually called ToonUps because they are used to tune up performance and enhance employee communications. The message may be customized for one person or broad enough to send to the

entire office as a message of the week. They can even be displayed in a PowerPoint presentation.

Handling customer calls, office etiquette, communication skills, diversity, harassment, and dealing with difficult callers are just a few of the topics these cartoons tackle. For example, one animation



depicts a dry cleaner dealing with an angry customer. A werewolf, who enters the store growling angrily, plays the customer. Instead of becoming aggravated, the dry cleaner remains calm and defuses the situation. By the end of the conversation the werewolf turns back into a man leaving as a satisfied customer.

Ray Hansell, 55, of Villanova, founded MaraStar with partner Marysue Lucci in 1999. The duo previously built RMH Teleservices, one of America's largest teleservices firms, in Bryn Mawr, which went public in 1996 with a market valuation over \$100 million.

"We were always conjuring up this idea but never took it anyplace because we were busy building the other business," said Hansell.

"Earlier in our careers we had worked as corporate trainers to help improve call-center operations. One of the things we frequently did in the context of our corporate training experience was we used humor to try to break down defenses and get people to open up."

After leaving RMH Teleservices in 1998, Hansell and Lucci explored Internet investment opportunities. One of the companies they investigated used Macromedia's Flash program for animation.

"We thought, 'Wouldn't it be neat if you could create animations that basically do what old-fashioned quality or safety posters do, but in a much richer and more personal way?'" Hansell said.

After taking six months to assemble the team and create the prototypes, they presented a variety of business appropriate cartoons to focus groups. They received extensive feedback from corporate executives like telesales managers, customer service representatives, training managers and information technology managers.

"What they really liked were the short little bursts, which we would come to call 'ToonUps,'" said Hansell. "We got some great ideas from them. Focus group participants said, 'We would like you to put in some 'Toon Tips' at the end so that the message gets carried home to the employee.' In addition, they wanted customization and personalization as much as possible."

Of the roughly 500 accounts, MaraStar handles many large companies such as ADP. They do a lot of work with financial and insurance companies like American Modern Insurance Group. Nonprofit organizations like San Antonio Water also use their cartoons. "An awful lot of nonprofits have customer call centers or other large employee population groups that they want to communicate with," Hansell said.

Many of their clients use the MaraStar program entitled "ToonUp Your Call Center"(TUYCC.) Included in this program are animations that address the issues common to call center operations. MaraStar users typically select the animation they wish to use and then

incorporate them into weekly meetings, for example, quality issues. They can also use them to send to an entire group or to individuals to address various call handling issues that were observed during a monitoring session.

As one of MaraStar's clients observed recently, "These animations are an excellent way to deliver positive messages to employees and to reinforce training initiatives that may otherwise lapse into problematic behavior."

For the past few years MaraStar has offered these product via annual subscription to their various libraries of animations sent from MaraStar's website. Customers simply log onto the www.marastar.com and send the personalized messages to their intended recipients.

This web-based method offers a safe, inexpensive and convenient way for users, although it does limit the usage and the users ability to customize the actual animation files.

As a result of feedback from some of their larger accounts MaraStar is currently developing packages for major users that will enable them to obtain unlimited perpetual licenses to the MaraStar libraries including the original source code thereby enabling the customer to change/modify the animations in any fashion via the use of "Flash" software from Macromedia.

"Making people laugh is no longer just a laughing matter

but one that Corporate America is taking very seriously" Hansell added. "By offering unlimited capability and perpetual licenses to our larger corporate customers we fully expect them to take advantage of this unlimited control and flexibility to shape the animations in ever more creative ways in order to better address the ever challenging world of corporate communications and training."

To learn more about MaraStar, visit <http://www.marastar.com/tuycc.asp>



NEWS

telispeech Available on VoiceGenie NexusPoint 6.4 Platform

Paris, France and Toronto, Canada – Telisma, the European leader in networked speech recognition solutions, and VoiceGenie Technologies Inc., the world's leading provider of VoiceXML platforms and open communications solutions for next-generation customer care, has announced the successful testing and integration of Telisma's telispeech technology with VoiceGenie's latest VoiceXML platform release, NeXusPoint 6.4. The joint telispeech/NeXusPoint solution will address the European Voice XML market, allowing for the development of innovative services at lower costs within the emerging open standards ecosystem.

telispeech, Telisma's new generation of speech recognition software, is based on a new core architecture, featuring an extensive list of innovative technologies such as patented decoding on-the-fly, exceptionally large vocabulary capacities and the integration of noise catchers. Driven by a user-centric approach, telispeech has been conceived to anticipate European market requests for natural conversation, real-time interactivity as well as personalization and customization. Representing a milestone in Telisma's history, telispeech is considered to remove barriers to mainstream speech services and become the preferred ASR (Automatic Speech Recognition) technology for voice services providers.

ASC Announces Breakthrough in Data Compression for Communications Recording

MARATHON EVOLUTION Offers Increased Online Storage

White Plains, NY, - ASC (www.asctelecom.com), a leading provider of performance improvement solutions for contact centers, financial institutions, and public safety and government organizations, has announced a new data compression rate of 4.8 kilobits per second for their MARATHON EVOLUTION communications recording systems.

The new rate means 100,000 channel hours per recorder may be stored online with voice quality superior to competitive solutions.

By increasing online storage, ASC has also lowered hardware and archive costs, increased network capacity, and facilitated the important search-and-retrieval process.

Most liability recording applications typically used in financial institutions or public safety organizations employ total recording for order accuracy or emergency dispatch verification in the short run, and protection from liability on an extended basis. The new compression rate allows expanded instant access during these critical moments and still reduces operating costs.

Tony Procops, Senior Vice President of ASC, noted, "We are continually striving to provide the best recording platform in the world at the best cost. Advanced compression allows us to provide more storage in a single chassis and reduces the customer's need to purchase additional hardware."

Avaya Contact Center Express Launches for Medium-Sized Businesses, Driving Superior Levels of Customer Service, Cost-Efficiency

BASKING RIDGE, NJ, - Avaya Inc. (NYSE:AV), a leading global provider of business communications software, systems and services, has announced the launch of Avaya Contact Center Express, the company's first complete multimedia contact center solution designed solely for medium-sized businesses. The solution extends the advanced customer service capabilities of large enterprises to any medium-sized organization, including complete multimedia interaction - via voice, Web chat and e-mail - and the ability to route interactions and customer data to the appropriately skilled agent. This results in more efficient and productive interactions, helping medium-sized businesses drive superior customer service and sales in a cost-effective manner.

Avaya Contact Center Express leverages Avaya's global leadership in contact centers and Internet Protocol telephony - a technology that transmits voice as data over a computer network - providing a flexible mid-market solution that is easy to install and use. By offering simple integration between contact center applications and business applications,



organizations can reduce implementation costs significantly. The solution also lets mid-sized businesses tap IP networks to closely link distributed workers, and extend contact center functions to agents in any location. This helps businesses rapidly scale to meet the needs of expanding contact center operations, ensuring the right people - with the necessary skills - have the tools to serve customers effectively.

BRITISH TELECOM SELECTS GN NETCOM DIGITAL HEADSET AMPLIFIERS AS CALL CENTER STANDARD

Call center users will benefit from GN 8210's ability to reduce incoming noise from callers; Delivers productivity, safety, and sound quality enhancements

NASHUA, N.H. – GN Netcom has announced that British Telecom (BT) has chosen to use its GN 8210 digital headset amplifier for more than 20,000 employees throughout its 42 call centers in Great Britain and India. BT selected the GN 8210 digital amplifier after receiving successful feedback from BT's Dundee Call Center and two subsequent telephony platforms.

"GN Netcom and BT share a commitment to making workplaces more efficient and productive," said Vince O'Brien, BT Account Director for GN Netcom. "We're pleased that the GN 8210 will have an impact on BT's work practices, resulting in shorter call times, increased productivity, and by cutting out the crackle, improved staff comfort."

Fluctuation in sound quality and line interferences are common problems in busy call center environments, often leading to agents struggling to hear – and be heard – against background noise at both ends of conversation. The GN 8210 digital headset amplifier digitizes and dramatically enhances audio from the caller – while deleting distracting background noises such as environmental sounds and cell phone interference. In addition, the DSP chip in the GN 8210 enables a range of other features including automatic volume adjustment, unsurpassed acoustic protection and spike filtering, and customizable sound preferences.

"As a user of the GN 8210, I can attest to its benefits, including enhanced sound quality and acoustic protection," said Brian Cotton, Vice President with Frost & Sullivan. "In my opinion,

GN Netcom has a market advantage, since its primary competitor - Plantronics - does not appear to offer a comparable product."

"BT has an extremely rigorous health and safety policy and providing its staff with high quality equipment in a safe and comfortable environment is a high priority," said Mike Fraser, BT Project Manager. "We are delighted that BT employees will soon be enjoying top-notch digital sound quality delivered by GN Netcom's innovative GN 8210 digital headset amplifier."

###

Aria Systems Introduces Billing Relationship Management™ for the On-Demand Enterprise

Aria Systems' pioneering BRM approach with turn-key customization, powerful revenue management capabilities, and flexible branding motivates early adopter SeaWave LLC to sign contract extension

Drexel Hill, Pa.— Aria Systems announced a new way for businesses of any size or complexity to boost revenue and increase customer satisfaction, while rapidly streamlining complex billing, invoicing, and receivable management processes. The innovation: Billing Relationship Management™ (BRM) is built on Aria Systems' AriaCore™ technology, which leverages Aria's vast telecommunications, Internet, and e-commerce billing experience with proven customer relationship management (CRM) practices. The result is a turn-key enterprise service that transforms billing from a cost center and development quagmire into a powerful revenue generator; one which promotes brands, products, and customer loyalty.

Aria's BRM solutions are ideal for organizations that need to rapidly implement a billing system from scratch, replace a billing system or development project that's not meeting expectations, or enhance an existing system to tackle new billing requirements, such as adding e-commerce or recurring charges capabilities. Provided as a 'pay-as-you-grow' application service, Aria's BRM solutions do not require any capital investment in computer hardware, ongoing maintenance fees, or upgrade requirements.

Instead, Aria's BRM solutions are built on Oracle™ and other inter-operable industry-standard technologies to work



seamlessly and securely with clients' existing computer systems and software. Engineered to be adaptable and customizable, Aria's BRM solutions can quickly and easily meet the demanding billing requirements of clients across diverse industries—including telecommunications, financial services, charities, franchises, gaming, entertainment, and more—while preserving, extending, and enhancing their brand identity.

###

The Center for Business Intelligence is hosting its 4th annual Pharmaceutical Contact Centers conference on January 27 - 28, 2005 in Philadelphia, PA.

For more information or to register, please contact the Center for Business Intelligence toll free by phone at 1-800-817-8601 or via e-mail at cbireg@cbinet.com.

<http://www.cbinet.com/events/HB500/index.html>

###

SER Unveils New Product Offering, CPS Enterprise Edition (CPS E²)

CPS E² maximizes right party contacts with Real-time Portfolio Management™

Dulles, Virginia – SER Solutions, Inc., a provider of innovative software solutions that help contact center operators achieve unprecedented efficiencies, maximize workplace productivity, and enhance customer service has announced a new, next-generation outbound solution, CPS Enterprise Edition (CPS E²).

Armed with campaign-specific objectives and information like who to call, when to call, and the best agent for the call, CPS E² is the first enterprise solution that offers Real-time Portfolio Management, providing holistic, real-time management of call records, campaign strategies, agent profiles, work sessions, and agent workflow. Contact centers can now implement business strategies the way they want versus being dictated by the way their software works, making it possible for

contact centers to focus on business strategies, not call lists.

With a superior dialing algorithm, scalability, and productivity coupled with capabilities specific to the enterprise environment, CPS E² includes:

- Enterprise Scalability – supports management of over 500 agents on a single system.
- Dynamic Record Management – enables campaigns to be easily configured to automatically select calling records from one or more call record portfolios based on a business strategy.
- Campaign Recycling and Dynamic Agent Reassignment – supports running multiple passes against a portfolio of calling records, at various times of the day, and automatically reassigning agents to another campaign when calling lists become exhausted.
- Flexible Contact Strategies – supports multiple phone numbers per calling record. The numbers dialed can be set sequentially and allowed calling times can be assigned on a per phone number basis.
- Collections Management – delivers diligence reporting, aging of records, skip tracing, and comprehensive record exclusion to help debt collectors prove compliance with the Fair Debt Collection Practices Act.

“Other outbound solutions create static calling lists that are rudimentary in their ability to interpret a contact center’s business rules and objectives into daily, weekly, or monthly campaigns,” said Larry Mark, Chief Technology Officer, SER Solutions, Inc. “What makes CPS E² unique is its dynamic, just-in-time record selection capabilities and ability to deliver unparalleled alignment between corporate business objectives and



contact center management. SER will leverage its dominance within the teleservices industry to penetrate new market opportunities with collections as its entry point.”

In addition to the highlighted features, CPS E² offers automated administration capabilities, intelligent call transfers, robust scripting and reporting, and ease of integration with third-party switches including the Aspect ACD and Avaya G3.

###

Envision Captures “Best of ACCE 2004” Award

Seattle — Envision Telephony, Inc., a leading provider of business solutions for the contact center and the enterprise announced it won a “Best of ACCE 2004” Award for the Envision™ Business Intelligence Portal and its powerful new set of business applications with Envision™ Business Intelligence to improve enterprise and contact center performance. The applications include Contact Center Performance, Transaction Management, Customer Experience Management and Enterprise Quality.

“Call centers don’t operate as independent silos anymore and call center products have to reflect that reality,” said Keith Dawson, editorial director, Call Center Magazine. “That’s why we especially liked what we saw from Envision: apps that take the relevant information from quality and performance monitoring systems and transform it into actionable business intelligence that others in the enterprise can use.”

This highly coveted “Best of Show” award is presented to companies who demonstrate superior innovation, dedication and pursuit of excellence in providing products and services for the ever-growing customer care market.

“Envision took a step back and realized that for the past twenty years, nothing has really changed in this industry. Recording is still recording and business intelligence is still little more than connecting disparate silos of information,” said Rodney Kuhn, Envision CEO. “We were able to develop a way to get to that next level finally resolving the underlying cause of customer issues. We are truly honored to be recognized by Call Center Magazine for our work on crossing the quality chasm.”

Envision’s new suite of business applications extends the quality initiative from the contact center throughout the enterprise to create a superior customer experience. Using Envision’s new applications to analyze the content of customer interactions and provide this intelligence to the enterprise in real-time via the Envision Business Intelligence Portal, enterprises will be able to spot trends, improve efficiencies, reduce errors, lower costs and improve the bottom line.

###

Vonexus Wins Best of Show for Innovative IP PBX

INDIANAPOLIS — Vonexus Inc., a wholly-owned subsidiary of Interactive Intelligence Inc. (Nasdaq: ININ), received a Best of Show award at Technology Marketing Corporation (TMC)’s INTERNET TELEPHONY Conference and EXPO for its IP PBX product, Enterprise Interaction Center (EIC).

The award was given to products that “emphasize innovative technology and creative feature sets” according to TMC president and conference chairman, Rich Tehrani.

“As one of the first IP PBXs to combine comprehensive Microsoft application integration with a standards-based architecture using innovative technologies like session initiation protocol and Intel’s HMP software, EIC illustrates a forward-looking product clearly deserving of our Best of Show award,” Tehrani said.

EIC, which was originally released in 1997, was re-launched by Vonexus in July as the first standards-based, all-software IP PBX for Microsoft small to midsize business customers.

###

SoundBite Communications Launches SoundBite 5.0 for Financial Services

BURLINGTON, Mass., – SoundBite Communications, the leading provider of OnDemand Customer Communications™ solutions has announced the availability of SoundBite® 5.0 for Financial Services, a Web-hosted solution built on SoundBite’s proven interactive voice messaging (IVM) technology platform and designed specifically for financial services professionals. Since 2000, SoundBite has provided



financial services companies with unique solutions for communicating with their customers. SoundBite 5.0 for Financial Services allows these organizations to rapidly reach their customers with timely, personalized communications and empowers those customers to respond immediately. SoundBite's new features include OnDemand Blended Suppression, OnDemand Enterprise Support and OnDemand Campaign Management, which enhance the real-time execution and administration capabilities for all interactive campaigns within an organization. In addition, companies benefit from "pay as you go" use; no hardware or software installation; automated, real-time access; rapid campaign implementations; high response rates; and SoundBite's in-depth industry expertise.

###

Symon Communications Renews Nortel Networks Select Product Partner and Earns Compatible Product Designation

PLANO, Texas – Symon Communications, Inc., a leading global provider of enterprise information, performance management software and visual communications systems announced the renewal of its Nortel Select Product Partner status. The company also successfully concluded Nortel Networks Compatible Product testing, verifying the compatibility of a number of Symon solutions with new releases of Nortel Networks products. For each strategic market niche, Nortel grants the Select Product partner designation to the one vendor that Nortel considers to be the technology leader and provides the most value in partnering solutions with Nortel Networks products.

Nortel Networks performs compatibility testing to assist its customers in locating third-party products that have been verified by Nortel Networks engineers in a controlled lab environment and deemed compatible with specified Nortel Networks products. By pursuing improvements in product integration, Nortel Networks

offers a more cost-effective, integrated solution to its customers. With this successful compliance testing, Nortel Networks assures its customers of Symon's successful product interoperability.

###

Mercom Breaks Ground with Mercom Virtual Media(TM) Advanced Call Storage Management

Organizations unbound by media type limitations for removable and networked storage and retrieval.

Lyndhurst, NJ — Mercom Systems, Inc. has announced the release of Mercom Virtual Media(TM) (MVM), the next generation in removable and networked media management for call recorders, exclusively available for the award-winning Audiolog recording platform.

MVM allows users to store and easily retrieve calls, complete with catalog database information, regardless of the third-party media type selected. Having completed successful testing and installation, the MVM option for Audiolog is available immediately through authorized Mercom resellers.

"Mercom Virtual Media once again demonstrates Mercom's product development innovation and leadership on behalf of our customers," said Bob Jagendorf, Director of Marketing and Sales at Mercom. "For years, control of storage media selection for recorded calls has been in the hands of the logging manufacturer. Now, for Mercom users, the control is ultimately in the customer's hands and a world of possibilities is open."

MVM's ground-breaking "virtual" perspective on call storage management removes traditional limitations by enabling collections of recordings, along with the corresponding SQL catalog database information, to be compiled, "closed" and moved to standard Network-Attached Storage. Here, the virtual media can be archived to whatever third-party removable or networked media type the customer chooses, and then mounted



and restored whenever needed for easy search and retrieval. This allows for full compliance with existing company media standards and liberates the user to change media types as often as necessary without being concerned with recorder capabilities.

###

INSCI Relaunches as ClearStory Systems

New Name Reflects Company's Expanded Leadership in ECM Marketplace

WESTBOROUGH, Mass., — INSCI has unveiled its new corporate name, ClearStory Systems, and announced the Radiant Content Suite, a suite of enterprise solutions built on the company's industry-leading content management technology.

The new corporate name was developed after research revealed that the marketplace viewed INSCI and its WebWare Product Group as a nimble, dynamic, highly responsive organization with a reputation for providing exemplary customer service. "The ClearStory name more accurately reflects our company's core attributes and corporate vision," notes Susan Worthy, ClearStory's vice president of marketing. "The new name positions the company as a trusted source of mission-critical, on-demand software and solutions that enhance the management of enterprise content in areas ranging from marketing communications and video production to customer service and regulatory compliance."

###

GoldMine® Corporate Edition 6.7 Accelerates Delivery of Advanced CRM Advanced Solution for SME, Distributed Enterprise Markets Maps to FrontRange Vision

PLEASANTON, CA - FrontRange Solutions USA Inc., has announced the availability of GoldMine® Corporate Edition 6.7.

Based on valuable customer feedback and mapping to FrontRange's vision, GoldMine 6.7 is the latest in a

series that offers increasingly accelerated, enhanced user experience and provides greater benefits from rich functionality. The solution can scale from one user to larger sales organizations while allowing organizations to manage customer relationships in the way that best fits their business.

"Our focus is providing customers with a CRM solution that not only offers greater productivity to help them better meet their business objectives, but one that provides customer relationship continuity from small business to the distributed enterprise," said Michael McCloskey, FrontRange Solutions CEO. "GoldMine 6.7 reinforces our commitment to supporting our individual-to-enterprise customers with a solution that is easy to install, customize, use and maintain while raising the bar in the CRM market."



FEATURE

WHAT YOU DON'T KNOW ABOUT YOUR APPLICANTS CAN REALLY HURT YOU!

by
ALLISON GROSS
Vice President, Comforce Corporation

Remember "Brave New World"? Chances are you had to read it back in high school.

Well, since September 11, 2001, those of us in the call center business face a brave new world.

Nothing – certainly nothing pertaining to security – will ever be the same. And it's about time. As an industry – let's be honest – we haven't always been in the vanguard of new thinking. But, as America's sense of perpetual security has been shattered, it's now time to rethink the importance of background checks for call center applicants.

Most employees are productive people who contribute to a company's success. But a few – as in any business – are not. Background investigations can keep out the occasional problem worker who may have negative incidents in his or her past history (and who can negatively affect your business). As some call centers have found out – too late – it's much less expensive to do a background check than to deal with the disruptions, liability issues, and the financial impact that may result from hiring the wrong person.

These days, we're, in this business, frantic. Many of us seem to rush through the hiring process - let's face it, we do need bodies in those seats. But hiring without the proper pre-employment screening could result in serious problems that can end up costing more time, trouble and money than leaving the seat open a little longer. Not to mention, of course, liability issues such as violence or criminal activities.

At a recent industry meeting, one call center manager said he had become fed up with having to cancel job offers to applicants he liked in interviews, just because they scored poorly on background checks. So he quit

checking. And the horror story that followed clearly illustrates the folly of that practice.

The manager asked if I had read the newspaper a few weeks prior, about the guy who kidnapped his ex-wife and locked her in the trunk of her car. That man, he said, was the last guy he hired! The moral: A background check costs less than \$25. But it can sometimes save a company the thousands it costs to replace a bad match, or the legal fees to defend against liability lawsuits for negligence in hiring a troubled or troublesome employee.

There's no ambiguity involved here - background test results are black-and-white. Security experts will tell you that the past is a very strong indicator of the future. How people handle their lives in the areas of education, obeying the law, driving, credit, and employment history is how they will most likely handle the future.

And there's an extra bonus for employers - there's little liability when they check potential employees. One reason is that background checks are considered consumer reports, which fall under the Fair Credit Reporting Act. Applicants sign a release approving the background check, and the employer agrees to abide by terms of the act. IT doesn't even matter if the information is wrong. As long as it's not used to unfairly deny an applicant a job, the employer cannot be held responsible, as long as human error was to blame and action was taken to correct the misinformation.

The most common problem uncovered in background checks, as you might imagine, is lying about education or job history on the resume or application. But the call center industry, of course, hardly has a monopoly on this practice. In fact, we're keeping company with some noted truth-benders...

- Notre Dame football coach George O'Leary resigned after it was revealed that he falsified



information about his education and playing career.

- Janet Cooke, from The Washington Post, used fake educational credentials to get hired. She won a Pulitzer Prize in 1981 for a story that she simply made up. She resigned, and The Post returned the prize.
- Kenneth Lonchar, CFO of Veritas Software Corporation, was fired for stating on his resume that he had a Master's Degree from Stanford University, when, in reality, he didn't have an MBA from anywhere.

Simple background investigations would have found these lies. The prevailing opinion is that perhaps 30% to 40% of all job applications and resumes include some false or inflated facts. And such figures should certainly make us a bit wary. These days, you just cannot afford to take anything for granted; a nice face and a seemingly-good attitude can sometimes hide an unpleasant truth.

The criminal background standard assessment should be in place in any progressive company in our industry. But, unfortunately, that doesn't mean the system is flawless. You just can't drop a system in place and then walk away. You need to take the time to make sure it works!

Two common mistakes? Number One is inconsistent hiring policies at multi-location companies. In multi-location companies, there's a constant danger that one site will interpret the same result of a background check differently than another. And that can invite litigation. The solution? A grade system that rates the results, eliminating hiring discrepancies.

The Number Two Mistake takes place in smaller companies. More than half of companies of 100 employees or less don't have policies and procedures describing criteria for new hires.

We all know it: in the high-stress world in which we operate every day, filling the seat seems to often take precedence, rather than filling the seat with *the right person*. And this is a tendency that we will have to make a conscious effort to change – right now.

A study conducted by the American Management Association reported various losses to U.S. business due to felonies:

- Employee pilferage - over \$10 billion
- Commercial bribery - over \$10 billion
- Computer fraud - over \$1 Billion
- Embezzlement - over \$4 billion
- Vandalism - over 2.5 billion
- Burglary - over \$2.5 billion
- Insurance/Workers Compensation fraud - over \$2 billion
- Shoplifting - over \$2 billion
- Arson - over \$1.3 billion

If you're a call center manager, of course, one of your primary jobs is, indeed, getting people into those seats. But – in light of statistics such as these, as well as that brave new world that we all face since September 11 - shouldn't you make it more of a priority to get the *right* people into those seats?

After all, *your* performance gets judged, too...

Allison Gross is a Vice President with Comforce Corporation www.comforce.com, a \$400 million public company involved in consulting and staffing for the call center industry. Based in Atlanta, GA, she works closely with major call centers all over the country, among them BellSouth, MBNA, and UPS, as well as numerous clients in the telecom, financial, hospitality, technology, and transportation industries. Allison Gross can be reached at (678) 812-2234, or at agross@comforce.com.



TIPS

Developing Competitively Superior Customer Relationships presents:

8 Tips for Gaining a Competitive Edge with Your Customers

- 1. Integrate customer relationship and competitive advantage strategies at a strategic level.** Every investment an organization makes should create customer value and differentiate the organization from its competitors.
- 2. Focus on both the customer relationship and the competitive context.** Customer relationships should not be pursued without considering the competitive context. An organization may do an excellent job and have delighted customers, but a competitor may have a higher level of customer satisfaction, and this difference can cause customer defections.
- 3. Develop research to demonstrate brand equity and other organizational attributes relative to competitors.** For instance, Eastman Kodak Co.'s internal slogan "One Kodak, One Voice" indicates that its focus is customer-centric and that it is easy for consumers to talk with Kodak and for Kodak to remember their preferences and act profitably on their behalf. Whereas Kodak's competitors are enamored with communicating technology features and performance to customers (according to Kodak representatives), Kodak has a positioning focused on memories and emotions.
- 4. Innovate for and with individual customers.** By doing this, an organization refreshes the relationship and creates new value it can share with customers. Medrad Inc. not only uses direct mail surveys and research studies, but it also conducts focus groups in a product definition role. It uses these focus groups and regular customer satisfaction surveys to understand customer needs and requirements.
- 5. Understand your competitors for each customer.** Through market research, feedback from individual customers, and sales, Fidelity Investments identifies key competitors as organizations that supply similar products or services. It routinely captures tactical information on its key competitors, such as product and pricing information, new product introductions, details on personnel, and the satisfaction of competitors' customers.
- 6. Segment competitors.** In addition to segmenting its customers, Fidelity also analyzes and segments its competitors, and its market research group focuses on designing a contextual framework to explain how Fidelity is different from its competitors.
- 7. Hold people accountable.** One of the tenets of Medrad's balanced scorecard philosophy is to hold people accountable for business performance in order to influence their behavior. To that end, a specific percentage of each employee's incentive compensation is directly tied to customer satisfaction results.
- 8. Measure your results.** Hudson's Bay Co. created customer segmentation management measures that are clearly defined and aligned to the strategies and objectives. Its customer relationship management team believes in the mantra "you cannot manage what you do not measure," and it uses a mixture of quantitative and qualitative metrics to get a complete picture of its customer management efforts. These metrics are collected monthly, quarterly, and annually.

Tips are excerpted from *Developing Competitively Superior Customer Relationships*, which was released on October 26, 2004 by APQC. For more details or to purchase the book, please visit www.apqc.org/pubs. The book's advice is based on the research findings from the consortium benchmarking study of the same title.

For more information about the customer experience, or to learn about APQC's new consortium study, *Managing the Total Customer Experience*, visit www.apqc.org/proposal/TCE.



CLASSIFIEDS/ANNOUNCEMENTS

Auction - Hall County Hospital

1800 Boykin Dr. (Hwy 287), Memphis, Texas Thursday, November 18, 2004 10:00 A.M.

Real Estate:

The hospital includes a 20,000 square foot (+/-) single story structure with 3 wings with separate main entrances built in 1963. Remodeled clinic & office area. Building situated on a 6.1 acre site with State Highway 287 frontage and 2 wells. Total constructed bed capacity is 42, currently configured for 21. The facility offered inpatient services through April, 2002. This building has good potential for redevelopment as a multi-tenant facility, clinic, rehabilitation center, call center, and other uses. Memphis, Texas is located on Hwy 287 approximately 80 miles southeast of Amarillo and 140 miles northwest of Wichita Falls, Texas. Real Estate will be offered at 10:00 A.M.

For questions regarding this advertisement please contact Cody Havard by email at cody.havard@shattuck.com. Information can also be obtained by going to www.shattuck.com or calling 512-482-0270. This real estate property is being auctioned by Shattuck and Associates (6128).

M.E.R., a premier Executive Search Firm in the Direct Marketing, Call Center (Customer Care and Collections) BPO and CRM/E-CRM industries, recently released a North American Call Center Report. Receive a free copy (compliments of Call Center Times) by clicking here:

<http://www.justcareers.com/NA-call-center-report.html>

An Offer from Incoming Calls Management Institute

Incoming Calls Management Institute (ICMI) offers the very best in leading edge, high-quality public and Web training seminars for call center management professionals (contact center, interaction center, help desk). We help individuals and organizations understand the dynamics of today's customer contact environment to improve performance and achieve superior business results.

Visit us at: <http://www.incoming.com/Seminars.aspx?SelectedNode=Seminars>

Envision

Envision is a leading provider of performance optimization solutions for contact centers empowering businesses to maximize every contact with their customers. Since its founding in 1994, Envision has focused on improving the effectiveness and performance of contact center agents to create measurable value for the enterprise.

Check out what is happening: http://www.envisiontelephony.com/news_and_events/press_releases.asp

Call Center Trends & Best Practices - Benchmark Study. Operations executives! Control costs. Improve customer experiences. Order DALBAR's exclusive report and gain insight on how to implement proven solutions that are working in today's best financial service call centers. For more information and to order visit <http://www.dalbarsqm.com> or call 800-296-7056.



Call Center Times

TIN# 75-2915747

P. O. BOX 118451, CARROLLTON, TX 75011-8451
BUS. 972-395-3225 FAX 972-395-9205

Date: _____

Invoice #: 20423S

End-of-Year Rate Guide Sign Up Form/Invoice

- **Call Center Book of Lists Directory:** (through 12/05)
- **Resource Directory/Call Center's Buyer's Guide:** (through 12/05)
- **Corporate Logo Promotion (Website & Monthly Newsletter):** (through 12/05)
- **Monthly Newsletter Classifieds Advertisement:** (through 12/05)
- **Website Classifieds Advertisement:** (through 12/05)

Total Amount Due - \$1,200.00

Return by fax to (972) 395-9205. Please note that all transactions are final. There will be no refunds.

COMPANY NAME/ Contact/Address/Telephone/Fax/E-mail -----

For your convenience, we accept MasterCard, Visa and American Express credit cards.

Please indicate your method of payment:

MasterCard Visa American Express Company Check

Credit Card Number

Expiration Date

Name as appears on Credit Card (Print Please)

Authorized Signature

Remit To:
Call Center Times
P.O. Box 118451
Carrollton, TX 75011-8451
Fax (972) 395-9205



YELLOW PAGES

(A Call Center Times guide to providers of call center products and services)

AMCAT - Amcat software-based solutions power rapid, dramatic increases in inbound / outbound and blended productivity, agent professionalism, and campaign management flexibility.

Contact: E-mail Smart@amcat.com,
Web: www.amcat.com,
Toll Free: North America 1-800-364-5518;
UK +44 (0) 800 169 2028



AMTELCO - Create Custom WEB-BASED Agent Scripts Fast & Easy With eCreator by AMTELCO eCreator Web-based Scripting provides flexibility and freedom!

Contact:

Jim Becker
4800 Curtin Drive
McFarland, WI 53558
Telephone: (800)356-9148 or (608)838-4194
Fax: (608)838-8367
E-mail: jim@amtelco.com
Internet: <http://ecreator.amtelco.com>

AT RANDOM COMMUNICATIONS' programs are designed to provide objective, impartial observations to measure the quality of service provided by your Representatives. Our research services include, mystery calling and remote monitoring, competition shopping and analysis, individualized coaching and customer satisfaction surveys.

Contact: Cheryl Thibault at 860-672-0606 or cthibault@arllc.com

BARBADOS INVESTMENT AND DEVELOPMENT CORPORATION (BIDC) - BARBADOS

– A Preferred Location For Your Call Center Expansion. Barbados has established itself as a reputable and diversified international business center.

Contact: (305) 442-2269



Barbados
Investment
Development
Corporation

BIGBY HAVIS AND ASSOCIATES, INC. - Our SELECT Associate Screening System is a family of short, validated pre-employment tests measuring personality characteristics and integrity associated with high performance in a number of jobs to include those focused on the Call Center industry. We have industry specific versions for:

- Inbound Service
- Inbound Sales
- Outbound Sales
- Help Desk

Contact: Email: kcapelle@bigby.com
12750 Merit Drive, Suite 660
Dallas, TX 75251
Telephone: 972-233-6055 x.110
Fax: 972-233-3154
Website: www.envision.bigby.com



BRINKS HOME SECURITY, INC. - We are looking for hard-working, enthusiastic individuals to become part of the Brink's Home Security Team. We offer a variety of rewarding and challenging career opportunities with competitive salaries, an inspiring work environment, great benefits and professional development opportunities.



All career opportunities may be found either at our corporate headquarters, located in Irving, Texas, a suburb of Dallas/Fort Worth, or at one of our sales and service branch offices located across the United States as well as British Columbia, Canada.

If you're interested in joining the Brink's Home Security Team, we invite you to visit our Career Center at www.brinkshomesecurity.com for a list of available job openings.

Caras Marketing & Training provides highly customized training to help all levels of learners make powerful connections with your customers and prospects by telephone.

We are a team of Trainers, Coaches, and Management Consultants who spend our time helping clients improve the quality and quantity of customer care and sales experiences. Since our inception in 1990, we have worked with companies and contact centers where confidence and competence needed improvement by a deadline and within a budget.

Learn more about us at www.carastraining.com or contact Ronna Caras (rcaras@carastraining.com) at 978.531.2022 x55.



CHASE DATA CORP - Chase Data provides complete turnkey solutions to customers that require our expertise and experience in Predictive Dialers and Call center technology.

Contact: Sales contact: Ahmed Macklai
Phone: 954-720-6242



CSD - CSD is the largest national provider of telecommunication relay services for individuals who are deaf or hard of hearing. We currently operate 22 contact centers across the United States and process over 35 million calls each year.



Contact: jskjeveland@c-s-d.org or call 605-367-5760

DALBAR, INC - Use DALBAR's results to improve operations and DALBAR's awards to publicize your competitive advantage.

Contact: CALL 800-296-7056
or www.dalbarsqm.com



ENVISION - Envision is a leading provider of contact center software solutions that empower businesses to maximize every contact with their customers.

Contact: Melissa Cole
Envision

520 Pike Street, Suite 1600
Seattle, WA 98101

Telephone: (206) 225-0800 ext. 500

E-mail: melissa.cole@envisioninc.com



FRONTRANGE SOLUTIONS - FrontRange Solutions USA Inc. is a leading international provider of business relationship solutions that have been used by more than 130,000 companies and 1.2 million users worldwide to automate and manage IT projects and customer-facing initiatives.

Contact: For more information, call (800) 776-7889 or visit www.frontrange.com.



GMT CORP - GMT Corp makes companies more profitable through the effective use of



their workforce by combining leading edge technology with the features most desired by customers.

Contact: David Crowley, E-mail: dcrowley@gmt.com

IEX CORP - IEX Corp., a Tekelec company, is the leading provider of innovative productivity solutions for contact centers.



Contact: leann.ratliff@iex.com

INCOMING CALLS MANAGEMENT INSTUTE

(ICMI) - Incoming Calls Management Institute (ICMI), based in Annapolis, Maryland, offers the most comprehensive educational resources available for call center (contact center, interaction center, help desk) management professionals.



Contact: For more information and to join a network of call center leaders, call 410-267-0700, 800-672-6177, email icmi@incoming.com or visit www.incoming.com.

MARASTAR COMMUNICATIONS - MaraStar

Communications develops and distributes humorous animated training programs for customer service and sales call centers.



Contact: <http://www.marastar.com/tuycc.asp>.

M.E.R. Inc. (McDaniel Executive Recruiters) is a highly specialized search firm in the CRM, Direct Marketing, Call Center, and Collections Industries. We specialize in sales, marketing, operations and support function staffing.



Contact: Chad McDaniel
mcdaniel@justcareers.com
866-991-3555 (toll-free)

PHONEPRO - Leaders in Telephone Skills Training for 19 years, Phone Pro delivers dynamic live web training as well as onsite, customized training programs.

Contact: www.phonepro.com
or give us a call at 800-888-4893





PRIORITY FULFILLMENT SERVICES (PFS WEB)

- Unlike other vendors, PFSweb's solutions are customizable, allowing a high-touch and seamless customer experience that is fully aligned your brand reputation.



Contact: www.pfsweb.com

PROCORE - ProCore Solutions provides call center outsource services, employee training and development programs, systems developments and reengineering to improve business processes, and a full range of strategic staffing services to its clients.

Contact: Drew Brown

(678) 355-3588

www.procoresolutions.com



RICHARDSON - Richardson is a leading sales training and consulting firm. We deliver a blended learning solution both in person or online that incorporates a unique process of high impact coaching to individuals and teams.

Contact: Jim Brodo -

jim.brodo@richardson.com



SER SOLUTIONS, INC - Since 1989, SER Solutions, Inc. (SER) has led the contact center industry in delivering products that significantly improve operational efficiencies and agent productivity.

Contact: info@ser.com



SNOWFLY PERFORMANCE INCENTIVES

- Snowfly Performance Incentives is an online motivation, reward, and recognition solution for call centers that integrates the science of human behavior and the power of random positive reinforcement.

Contact: 1-877-766-9359 – info@snowfly.com

THE CALL CENTER SCHOOL (TCCS) -

The Call Center School (TCCS) provides a wide variety of training and education programs for the call center professionals utilizing a variety of delivery mechanisms:

- Instructor-Led Courses
- Web Seminars
- e-Learning Programs



Contact: The Call Center School

790 Harding Place

Nashville, TN 37204

615-812-8400

info@thecallcenterschool.com

www.thecallcenterschool.com

TouchStar Software provides the easiest to use and most reasonably priced predictive dialing solution available, along with robust inbound ACD features found in most high-end phone systems.



Contact us now to find out more. 866-338-0678

For more information about these companies, visit our Resource Directory/Buyer's Guide, <http://www.callcentertimes.com/news/buyers-guide-main.asp>



CORPORATE SPONSORS



CommuniTech





CORPORATE SPONSORS





Call Center Times

TIN# 75-2915747

P. O. BOX 118451, CARROLLTON, TX 75011-8451
BUS. 972-395-3225 FAX 972-395-9205

Date: _____

Invoice #: 20423S

End-of-Year Rate Guide Sign Up Form/Invoice

- **Call Center Book of Lists Directory:** (through 12/05)
- **Resource Directory/Call Center's Buyer's Guide:** (through 12/05)
- **Corporate Logo Promotion (Website & Monthly Newsletter):** (through 12/05)
- **Monthly Newsletter Classifieds Advertisement:** (through 12/05)
- **Website Classifieds Advertisement:** (through 12/05)

Total Amount Due - \$1,200.00

Return by fax to (972) 395-9205. Please note that all transactions are final. There will be no refunds.

COMPANY NAME/ Contact/Address/Telephone/Fax/E-mail -----

For your convenience, we accept MasterCard, Visa and American Express credit cards.

Please indicate your method of payment:

MasterCard Visa American Express Company Check

Credit Card Number

Expiration Date

Name as appears on Credit Card (Print Please)

Authorized Signature

Remit To:
Call Center Times
P.O. Box 118451
Carrollton, TX 75011-8451
Fax (972) 395-9205