

Hosted Contact Center Solutions Vendor Guide

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Executive Summary

Life keeps getting better for contact center managers. Technology options are expanding beyond expensive premise-based systems to include functionally-rich on-demand solutions that do not require large up-front investments and can be provisioned on a monthly basis with relatively little risk. The new generation of hosted contact center offerings includes most systems and applications required to operate and manage a world-class contact center. Users can now select high quality, functionally-rich on-demand solutions for contact center infrastructure, dialing, recording, quality management, speech analytics, surveying, coaching, eLearning, workforce management, eService suites, email response management, knowledge management, customer service and support and much more. Hosted contact center solutions are altering market dynamics and redefining the rules for contact center investments.

Hosted Solutions Offer Compelling Benefits for Contact Center Managers

The current generation of hosted solutions started to capture the attention of contact center management at the end of 2004. Hosted offerings are not new; what is new are the variety, capabilities and sophistication of the current generation of hosted applications. By the end of 2004, many of these solutions had become almost as feature-rich as the leading premise-based offerings. This changed the overall landscape of the contact center market, as it gave end users attractive new alternatives. DMG Consulting LLC predicts that by the end of 2007, 20% to 30% of all new contact center seats will be hosted. There are many factors driving this trend, including:

1. Availability of functionally rich, competitive hosted contact center offerings
2. Viability of Internet Protocol (IP) that is altering the dynamics of contact centers
3. Growing need for flexible, multi-site solutions that can easily and cost effectively span the globe
4. Minimizing unnecessary financial risks for the company and its management
5. Avoidance of large capital investments and start-up costs
6. Need for technology investment protection to ensure that solutions remain current without undergoing costly and time consuming upgrades
7. Shrinking technical resources in corporations
8. Low priority assigned to contact center technology requirements by corporate IT
9. Desire of contact center managers to side-step irrelevant technology standards being set by IT for premise-based systems

On-Demand Value Proposition for Contact Center Solutions

Contact center hosting began with CENTREX offerings close to 20 years ago. (CENTREX was a network-based service for basic contact center capabilities.) On-demand contact center solutions that provide more diverse capabilities have been on the market for close to 10 years, but began to be broadly adopted only in late 2004, as IP eliminated many of the prior constraints.

On-demand solutions sold through Network Service Providers (NSPs), such as AT&T, Bell Canada, British Telecom, Qwest, Sprint, Telstra, TELUS and Verizon Business Services, are providing services mainly to small and mid-size enterprises (SMEs), but the majority of the associated revenue is coming from large enterprises and government agencies. Large enterprises, higher education institutions and federal and state governments are investing in hosted offerings, as they provide the required functionality at a fraction of the cost of premise-based offerings.

Benefits for SMEs

As recent as three years ago, the common belief was that infrastructure hosting and software as a service (SaaS, another name for hosted software offerings) would democratize the world of technology for SMEs that previously could not afford large up-front investments in full-featured premise-based offerings. Budgetary constraints coupled with insufficient in-house contact center resources and expertise has been the principal impediment to implementing premise-based solutions in SMEs. Small and mid-size companies want top-of-the-line, functionally rich, competitive contact center solutions, but many of the vendors selling premise-based systems have been reluctant to scale their solutions down, as it is not cost effective. As a result, SMEs have often had to compromise on functionality to avoid paying inordinately high fees for systems that scaled well beyond their needs. Hosting allows SMEs to avoid high start-up and implementation costs by renting their contact center systems on a month-to-month basis. They also benefit from the contact center expertise and support that comes with each of the applications they implement.

Benefits for Large Enterprises

The principal attractions of hosted offerings for large enterprises and institutions of higher education are: lower total cost of ownership; rapid deployment that requires few in-house technical resources; ability to “pay as you go” within a limited operating budget and minimal impact on capital budget; and investment protection. A hosted solution eliminates the need for costly and disruptive system upgrades. Additionally, for companies that have multiple sites (whether owned by the company or outsourced), employ at-home agents, or want to centrally manage their contact center operation, on-demand technology offerings are compelling, whether self-hosted or provisioned through service providers.

Benefits for Government Agencies

Federal and state government agencies often struggle to obtain funding for necessary projects, particularly those involving large up-front capital investments that attract public scrutiny and sometimes require the public's approval. Hosting has proven an excellent way to keep contact center-related government projects within tight budgetary constraints. Additionally, hosting provides the various agencies with the resources and expertise to succeed. It also allows them to start small and grow, as needed.

Pros and Cons of Contact Center Hosting

There are many highly compelling premise-based and hosted contact center offerings. DMG Consulting recommends that end users begin the technology selection process by identifying a solution that best meets their needs. The next step is to find a qualified provider. Finally, prospects must determine the best way to finance the deal (purchase or host). Many vendors offer both models, premise-based and hosted solutions.

There are both pros and cons to hosted contact centers. The pros include:

1. Low start-up cost, small initial cash outlay
2. Generally lower total cost of ownership
3. Relatively small monthly payments that come out of the operating budget instead of the capital budget
4. Vendor responsibility for system installation, implementation and ongoing maintenance
5. Rapid implementation; users are generally up and running quickly with full-featured implementation
6. Cost effective and feature-rich support for SMEs
7. Many browser-based offerings that require little on-site technology
8. Investment protection
9. Ongoing technology refresh without forklifts or major disruption to the operating environment
10. Few in-house technical resources required to support the applications
11. Ease of scaling up and down
12. No network costs or application expertise required to support multiple sites and at-home agents
13. Standardized functionality and best practices easily implemented across departments or an enterprise
14. Option to combine premise-based and hosted offerings
15. Ease of transition to a premise-based implementation, with minimal financial or system impact
16. Simplification of contingency planning requirements

17. Ability to walk away from implementation without a big financial write-off

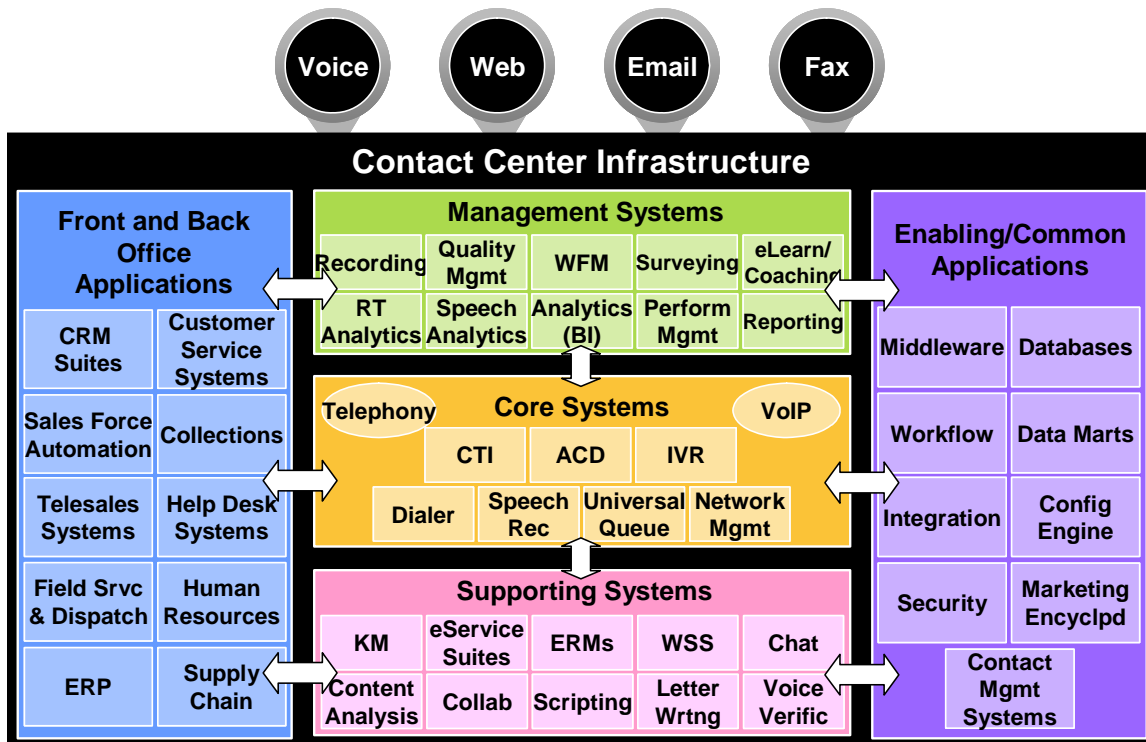
Some cons to consider are:

1. Hosting for an extended period of time, approximately 3 to 4 years, is likely to cost more than purchasing the technology outright. (However, if the cost of a system upgrade is added, it alters the financial trade off.)
2. It may be costly to terminate a long-term contract before it expires
3. The client depends completely upon the vendor to provide a high level of service reliability
4. Not all of the applications are as functionally rich as the leading premise-based offerings
5. Prospects must find a service provider who is capable of meeting the organization's requirements
6. Quality of service, cost and speed of enhancements are subject to changes in the hosting vendor's financial position or business strategy
7. The service provider may not be as responsive as an in-house team and it may take days to make simple changes
8. The hosting vendor may not have the depth of technology expertise needed to "push the technology envelope" into new value-added areas in order to maintain a competitive service advantage
9. The client depends on the vendor to implement new features as needed
10. Hosting vendor may not be willing to support unique requirements
11. It may be challenging to integrate the hosted solution into the existing operating environment
12. Data security and backup are no longer under the client enterprise's direct control

Hosted Contact Center Technology Overview

Hosted contact center solutions have proliferated during the last few years. The market now offers hosted offerings for almost all contact center needs, as reflected in Figure 1. The contact center is one of most technically advanced operating departments in most companies, typically employing anywhere from one to close to fifty applications and technologies at any given time.

Figure 1: Contact Center Technologies and Applications



Source: DMG Consulting LLC

Offering outstanding service to a few hundred or thousand customers is possible with great staff and training. But providing a consistently outstanding customer experience to many thousands or millions of customers, as many enterprises all over the world need to do, requires a sturdy technology infrastructure.

Contact Center Building Blocks

Sophisticated contact centers include five major building blocks:

1. Core contact center systems – automatic call distributors, computer telephony integration, interactive voice response, universal queuing, dialer, advanced routing and queuing, network management
2. Management applications – recording, quality management, speech analytics, performance management, surveying, eLearning, coaching, workforce management, real-time analytics, business intelligence and reporting
3. Supporting systems – knowledge management, eService suites, email response management, Web self-service, chat, content analysis, collaboration, scripting, letter writing and voice verification

4. Front and back office applications – customer relationship management suites, customer service and support applications, sales force automation, collections, telesales, help desk, field service and dispatch, human resources, enterprise resource planning and supply chain applications
5. Common/enabling applications – middleware, workflow, integration, security, databases, data marts, configuration engine and a marketing encyclopedia

All of these applications are available from premise-based providers. Now, almost all of the applications required to run a sophisticated contact center are becoming available on a hosted basis. Hosted contact center offerings are being enhanced with new technology and innovations, including IP/session initiation protocol (SIP), Web services, improvements in multi-tenancy and, increasingly, services oriented architecture (SOA).

Hosted Contact Center Market

During the last three years the contact center hosting market has expanded substantially both in breadth of functionality and in the number of vendors. This rapidly evolving market presents a great deal of opportunity for vendors who understand its unique advantages. Figure 2 presents a summary of the contact center functionality and systems currently available via a hosted model. The market will further expand as more premise-based providers also begin to provide their solutions on a hosted basis and new types of offerings become available. See the Appendix for a detailed vendor directory of hosted contact center systems and applications.

Figure 2: Hosted Contact Center Functional Offerings

Category
Contact Center Infrastructure
Network Service Providers (NSPs)
Dialing
Interactive Voice Response (IVR)/Speech Recognition
Liability Recording/Quality Management
Surveying
Speech Analytics
Workforce Management
Learning Management Systems

Figure 2: Hosted Contact Center Functional Offerings

Category
Voice Messaging
eService Suites
Customer Relationship Management (CRM), Customer Service and Support (CSS) and Sales Force Automation (SFA)
Business Intelligence (including Performance Management and Reporting)

There are currently 13 categories of hosted offerings for contact centers. Network Service Providers (NSPs), also known as carriers, offer a variety of hosted contact center functionality, and deliver services via their own telecom infrastructure. Other on-demand providers deliver their services via the Web and in a few cases, such as call recording/logging, install a managed server at the customer site. Regardless of how services are delivered, the on-demand service provider is generally fully responsible for managing all aspects of the system or application, including site preparation, implementation, ongoing support and upgrades.

Hosted Functionality

The most common categories of hosted functionality available for contact centers are:

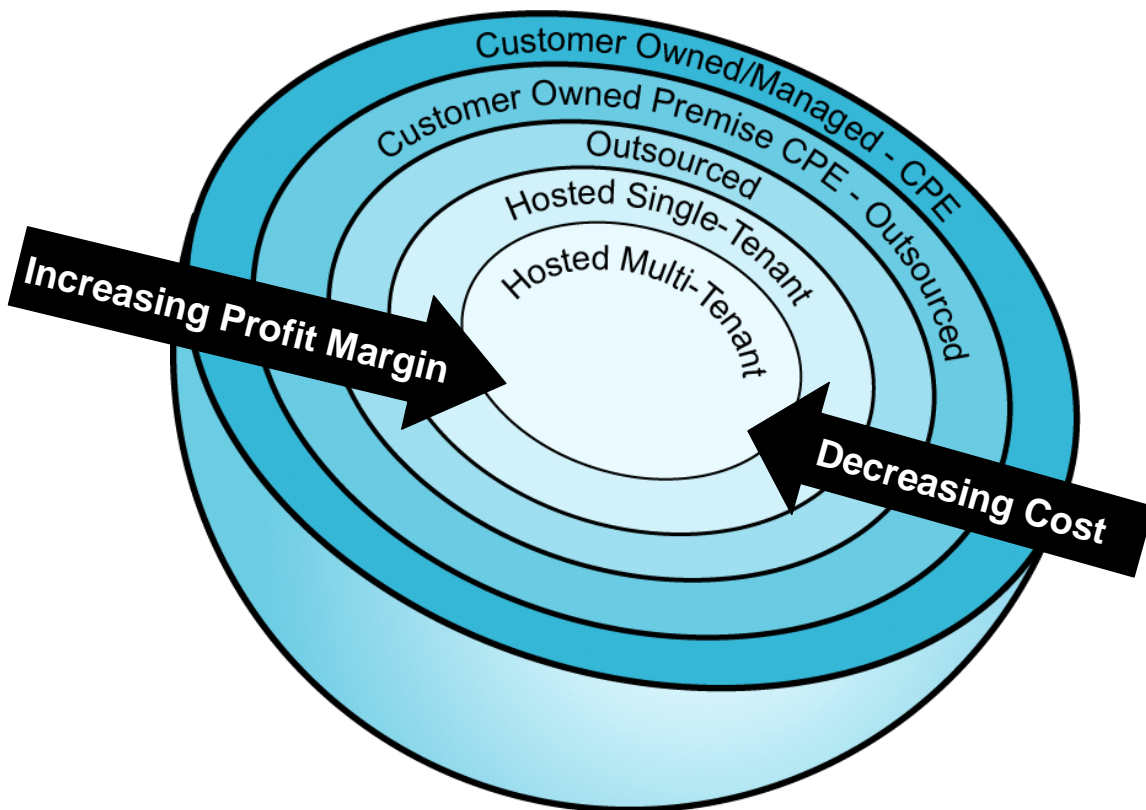
1. *Contact Center Infrastructure* – routing and queuing capabilities for calls and sometimes emails and chats. Generally includes interactive voice response (IVR), basic Web-self service and may also include dialing functionality.
2. *Network Service Providers* – generally offer contact center infrastructure functionality through the telecom network. NSPs can offer any on-demand service in Figure 2 to contact centers.
3. *Dialing* – outbound dialing functionality, which may include preview, progressive and fully automated (“power”) dialing capabilities.
4. *IVR/Speech Recognition* – services generally offered via a network “cloud,” eliminating the need for end users to install and maintain their own IVR hardware. Service offerings vary greatly; some of the hosted IVR vendors offer packaged applications, others develop custom applications for their clients and still others provide the development environments so their customers can build and maintain the applications themselves. Often, vendors offer a combination of these services.
5. *Liability Recording/Quality Management* – the ability to record a random sample or 100% of contact center calls. Recording can be done remotely through the network or by placing a server at the customer site. Recordings can be stored at the customer site, at the hosting company’s central storage facility, or both. Quality management applications enable enterprises to evaluate how well agents adhere to internal policies and procedures. These

- applications provide the ability to create written agent evaluations. They generally offer calibration capabilities to improve the accuracy and effectiveness of the evaluations.
6. *Surveying* – software and services for handling surveys. This is a very diverse market. Some vendors provide the software that allows customers to create, issue and analyze surveys. Other vendors provide the software and all related services, including creating and conducting surveys and analyzing the results.
 7. *Speech Analytics* – software that analyzes captured customer phone conversations from recordings and identifies customer insights, the underlying reasons why customers call and incremental revenue opportunities. These applications generate either metadata that feeds other business intelligence systems or actionable insights that enable companies to respond immediately to identified issues or opportunities. Some vendors handle all aspects of the initiative, from the initial set-up to ongoing refinements of search criteria. Other vendors handle just the technical aspects and leave the business issues for end users to address.
 8. *Workforce Management* – software that helps contact centers forecast transaction volume (calls, emails and chat sessions) and then determines how many agents are required to ensure timely customer service. Workforce management requires integration with an enterprise's automated call distributor, whether premise-based or hosted. Workforce management is a very important function that can be complex and challenging and the degree of vendor involvement and support varies greatly among the offerings.
 9. *Learning Management Systems* – applications that address all aspects of training, including identifying training needs, content creation and delivery and, in some cases, these applications address facilities, as well.
 10. *Voice Messaging* – software to address voice messaging, including message storage. This is a relatively mature area of hosting that has been around for many years.
 11. *eService Suites* – applications that address all aspect of customer service on the Web, including email response management, web-self service, chat and knowledge mangement.
 12. *Customer Relationship Management (CRM) Suites, Customer Service and Support (CSS) Suites and Sales Force Automation (SFA) Applications* – applications that service and sales agents or field sales staff use to manage customer interactions. These solutions are offered by some of the largest software vendors in the world, as well as some smaller ones. Functionality and services vary greatly among the various offerings.
 13. *Business Intelligence (including Performance Management and Reporting)* – analytics capabilities for contact centers. Adoption of these capabilities is relatively new for contact centers and more common in other parts of the enterprise.

Multi-Tenancy and Security

The most challenging issues in delivering hosted services are multi-tenancy and security. Multi-tenancy refers to an application's ability to support multiple tenants (users) independent of one another. Ideally, one user should be able to upgrade their underlying applications without having any impact on other tenants operating on the same application server. Most solution providers are far from this level of multi-tenancy and are still working on basics, like their Web-based interfaces. See Figure 3.

Figure 3: Contact Center Multi-Tenancy



Source: DMG Consulting LLC

Best Practices for Getting Started with Hosting

Whether exploring a hosted solution or purchasing a system outright, there are no short cuts in the technology selection process. End users looking for a new system or application should find the solution that best meets their needs today and has a product roadmap that aligns with their company's future requirements. Only after identifying the optimal solution should a prospect begin to concentrate on the procurement model – purchase vs. hosting.

While the ideal approach is to first find the right solution and then to address the procurement model, many end users go into the selection process knowing that hosting is their only option for acquiring new technology, due to budget and/or resource constraints. In this case, DMG Consulting suggests the following best practices for making a selection. Enterprises that elect the hosted route are often looking to make a quick selection and proceed to a rapid deployment. Therefore the process below is not a “classic” selection process, but one designed for enterprises concentrating on procuring hosted systems and applications.

- Create a system selection team with representatives from all impacted areas.
- Confirm decision to host.
- Decide exactly what system components to host – core systems, management systems, supporting systems, front and back-office applications or supporting systems.
- Analyze functionality available in the market from both premise-based and hosted applications. Document the required capabilities and identify which will provide the highest return and greatest benefits for the organization. In order to gain a thorough understanding of the current offerings in the market, it's recommended to invite at least two leading premise-based vendors and two hosting vendors on-site to demonstrate their products. (This can be done instead of conducting a formal request for information effort, to save time.)
- Determine which existing systems the new application needs to integrate with and draw a systems diagram with showing the exact technical details so that all prospective solution providers can submit accurate bids, including all integration costs.
- Identify at least three hosting vendors that can satisfy the enterprise's needs. Conduct at least three reference calls for each chosen vendor before finalizing the selection.
- Draft a detailed request for proposal (RFP) reflecting system needs for today and for at least three years into the future. This document must also reflect service and performance requirements, including necessary quality of service (QOS) standards and service level agreements (SLAs).
- Issue an RFP. The RFP should request pricing for any necessary customization and integrations. Selecting a hosting company means choosing both a solution and a service provider. It's recommended that the RFP request a variety of pricing options, including: month-to-month, quarterly, 6-month, one-year, or two-year commitments. It's also recommended that the RFP include all contract terms and conditions required by the company, in order to shorten the negotiation process. The RFP can be sent both to primary hosted technology providers and Network Service Providers. In this case, you may receive multiple bids for the same solution. (Give vendors two weeks to respond so that they can do an adequate job addressing your needs.)

- ☑ Give vendors a name and number for a contact within the company so that they can clarify any outstanding issues before responding to the RFP. Encourage vendors to address all issues in their first response.
- ☑ After receiving vendor responses, prepare an analysis that compares their functionality, pricing and service. Select the two vendors with the most attractive proposals. Invite them to come on-site to present their proposal and demonstrate their application. If the RFP is for less than \$100,000/year, some vendors may not want to come on-site. In this case, invite them to present via the Web. (Note: The vast majority of the hosted applications are Web-based.)
- ☑ After the on-site presentations, it's likely that a preferred vendor will emerge. However, DMG Consulting suggests sending a letter to the two incumbents asking them to improve their pricing and their offer. Use this letter to address all feature, implementation, support, contract and pricing terms identified as issues during the on-site visits. Most vendors will not offer their best pricing in their initial RFP response, even if they are asked to do so. As the RFP process includes gamesmanship, it will take an extra week, but ultimately save money to send a second letter.
- ☑ After receiving updated responses from the vendors, update the analysis and share it with the system selection team. Make a final selection and notify both vendors. However, let the runner-up know that they may end up with the deal if a contract cannot be quickly negotiated with the winner. Also be sure to let the winner know about this approach. It will help to keep the negotiation on track.
- ☑ The vendor may push to begin the implementation before the agreement, including QOS and SLAs, is signed. This is tempting, but forfeits negotiating leverage and likely, money. Do not begin an implementation until the agreement is finalized. We also suggest including a reasonable cancellation clause in the agreement, as the ability to walk away from a hosted relationship without significant financial losses or technology lock-in are major incentives for taking this route in the first place.
- ☑ Be sure the agreement includes processes for remedying problems. Sure, it's a hosted relationship, but when integrations are involved, there should be procedures for addressing and fixing problems, as issues always arise.

Final Thoughts

Hosting, also known as on-demand and software as service, is a cost effective alternative to premise-based offerings. This market has been around in the contact center arena for more than 20 years, since the days of CENTREX. What's different is that these offerings are now functionally compelling and able to compete effectively with premise-based offerings. End users who either want to use these offerings or are forced to host by financial constraints do not have to sacrifice service quality or functionality. During the next five years, expect to see many new entrants into the hosted market. Some will be stand-alone vendors, but many others will be premise-based solution providers who realize they need a hosted offering to protect their customer and revenue base. The great news is that hosting has expanded the competitive field, giving end users a greater selection of options at more competitive prices.

Appendix
Vendor Directory of On-Demand Contact Center Systems and Applications

Vendor Directory: On-Demand Contact Center Systems and Applications	
Vendor Name	URL
Contact Center Infrastructure	
Accenture	www.accenture.com
Avaya	www.avaya.com/gcm/master-usa/en-us/products/offers/on_demand_contact_center.htm
Cincom	http://www.cincom.com/us/eng/solutions/outsourcing/on-demand-contact-center/index.jsp?loc=usa
CISCO	www.cisco.com/en/US/products/sw/custcosw/ps5053/index.html
Computer Sciences Corporation (CSC)	www.csc.com
Contactual, Inc.	www.contactual.com
Convergys Corporation	www.convergys.com/profservices_managed.html
Corpotel Inc.	www.corpotel.com/hosted-ippbx.php
CosmoCom, Inc.	www.cosmocom.com
EagleIP, LLC.	www.eagleacd.com
Echopass Corporation	www.echopass.com
Electronic Data Systems Corporation (EDS)	www.eds.com
Five9	www.five9.comcom
Hewlett Packard Services	www.hp.com
IBM Global Services	www.ibm.com/services
ICT GROUP, Inc.	www.ictgroup.com/services/index.html
Intelemedia Communications, Inc.	www.callport.com
LiveOps	www.liveops.com
M5 Networks, Inc.	www.m5net.com
Promero, Inc.	www.promero.com
Oracle Corporation (Telephony@work)	www.telephonyatwork.com/index.php
TeleTech	http://www.teletech.com/sol.ondemand2.html
UCN, Inc.	www.ucn.net
West Corporation	www.west.com/operations_technology/asr.asp
ZivVa, LLC.	www.zivvaoffice.com
Network Service Providers (NSPs)	
ATT Inc.	http://att.sbc.com
Bell Canada	www.bell.ca
British Telecom	http://www.btglobalservices.com/business/global/en/index.html

Vendor Directory: On-Demand Contact Center Systems and Applications	
Vendor Name	URL
Deutsche Telekom AG	www.telekom3.de/en-p/home/cc-startseite.html
France Telecom	www.francetelecom.com
Nippon Telegraph and Telephone Corporation	http://www.ntt.co.jp/index_e.html
PLDT	www.pldt.com.ph
Qwest	www.qwest.com
SingTel	www.singtel.com
Sprint	www.sprint.com
Telstra	www.telstra.com
TELUS	www.telus.com
Verizon Business Services	www22.verizon.com
Dialing	
Call Center Development Services (CCDS)	www.ccds.ca/index.htm
Computer Talk Technology, Inc.	www.computer-talk.com
Data-Tel Info Solutions	www.datatel-info.com
EagleIP, LLC	www.eagleacd.com
Five9	www.five9.com
Jade Technologies, Inc.	www.jadesp.com/index.asp
Oracle Corporation (Telephony@work)	www.telephonyatwork.com/index.php
Solus One	www.solusone.com/index.html
Touchstar Software Corp.	www.touchstar.touchstarproducts.com//index.php?option=com_content&task=view&id=26&Itemid=1
IVR/Speech Recognition	
Angel.com	http://angel.com
BeVocal	www.bevocal.com/corporateweb
Convergys	www.convergys.com/speech_hosting_overview.html
Excelsis	www.excelsisnet.com/voice/en/products/asphosting
First Data Corporation	www.firstdata.com
Fluency Voice Technology	www.fluencyvoice.com/company/index.php
Harborlight Technologies, LLC	www.harborlight-tech.com
Intervoice	www.intervoice.com
Metaphor Solutions Inc.	www.metaphorsol.com
Prosodie Interactive	www.ivr1.com
Tellme Networks, Inc.	www.tellme.com
TuVox, Inc.	www.tuvox.com/index.html

Vendor Directory: On-Demand Contact Center Systems and Applications	
Vendor Name	URL
Vail Systems	www.vailsys.com/solutions/voiceHosting.html
Voxify, Inc.	www.voxify.com
West Interactive Corp.	www.westinteractive.com
VoiceGenie Technologies Inc.	www.voicegenie.com
Ydilo	www.ydilo.com/eng/index.html
Liability Recording/Quality Management	
Magnetic North	www.magneticnorth.co.uk
VirtualLogger	www.voicelog.com/virtual-logger.html
Surveying	
Customer Relationship Metrics	www.metrics.net
CustomerSat, Inc.	www.customersat.com
Satmetrix Systems, Inc.	www.satmetrics.com
WebSurveyor Corporation	www.websurveyor.com
Speech Analytics	
CISCO	www.cisco.com/en/US/products/ps6833/index.html
eLoyalty	www.loyalty.com
Nexidia	www.nexidia.com/solutions/ondemand.html
Utopy	www.utopy.com/default.aspx
VirtualLogger	www.voicelog.com/virtual-logger.html
Workforce Management	
GMT Corp.	www.gmtcorp.com
ISC Consultants, Inc.	www.isc.com
Left Bank Solutions Inc.	www.leftbanksolutions.com/monet_ondemand.html
Pipkins, Inc.	www.pipkins.com
Learning Management Systems	
Cornerstone OnDemand, Inc.	www.cornerstoneondemand.com/index.html
GeoLearning, Inc.	www.geolearning.com
KnowledgePlanet	www.knowledgeplanet.com/flashhome.asp
Learn.com, Inc.	www.learn.com
OutStart	www.outstart.com
Sivox	www.sivox.com
SkillSoft PLC	www.skillssoft.com/products/LMS/default.asp
Voice Messaging	
SoundBite	http://corp.soundbite.com/

Vendor Directory: On-Demand Contact Center Systems and Applications	
Vendor Name	URL
Communications, Inc.	
eService Suites	
eGain Communications Corp.	www.egain.com/products/on_demand.asp
KANA Software, Inc.	http://www.kana.com/services.php?tid=4
LivePerson, Inc.	www.liveperson.com
RightNow Technologies Inc.	www.rightnow.com
Talisma Corporation	www.talisma.com
Customer Relationship Management (CRM), Customer Service and Support (CSS) and Sales Force Automation (SFA)	
Acidaes Solutions Pvt. Ltd.	www.crmnext.com/us/
Art Technology Group, Inc. (ATG)	www.atg.com/ondemand
eGain Communications Corp.	www.egain.com/products/on_demand.asp
entellium	www.entellium.com
Involve Technology, Inc.	www.invovetechology.com/index.shtml
NetSuite Inc.	www.netsuite.com/portal/home.shtml
Novo Solutions	www.novosolutions.com
Oracle Corporation	www.crmondemand.com
Parature, Inc.	www.parature.com
RightNow Technologies Inc.	www.rightnow.com
Sage Software, Inc.	http://na.sagecrm.com/products/sagecrmcom/
Salesboom.com Inc.	www.salesboom.com
salesforce.com, inc.	www.salesforce.com
SAP AG	www.sap.com/solutions/business-suite/crm/crmondemand/index.epx
SugarCRM Inc.	www.sugarcrm.com
The SAVO Group	www.savogroup.com
StayinFront, Inc.	www.stayinfront.com/default.asp
Business Intelligence (including Performance Management and Reporting)	
Adaptive Planning, Inc.	www.adaptiveplanning.com/home.shtml
ActiveStrategy, Inc.	www.activestrategy.com/software_solutions/activestrategy_online.aspx
AIM Technology	http://www.aimtechnology.com
Business Objects/Crystal	www.crystalreports.com
Customer Relationship Metrics, L.C.	www.metrics.net
Host Analytics, Inc.	www.hostanalytics.com
Oco Inc.	www.oco-inc.com/home_rich.html

Vendor Directory: On-Demand Contact Center Systems and Applications

Vendor Name	URL
Oracle Corporation	www.crmondemand.com/products/analytics/
Pinnacle Group Worldwide	www.ptpi.com/Services/HyperionHosting.asp
Salesboom.com Inc.	www.salesboom.com
SAS Institute	www.sas.com/solutions/ondemand/index.html

About the Author

Donna Fluss is the founder and Principal of DMG Consulting LLC, a firm specializing in customer-focused business strategy, operations and technology services for Global 2000 and emerging companies. Ms. Fluss is a recognized thought leader and innovator in CRM, contact center and real-time analytics. For over 23 years, she has helped end users build world-class differentiated contact centers and vendors develop high-value solutions for the market. She is the author of the recently published book, *The Real-Time Contact Center*, and many leading industry reports, including the *2006 Speech Analytics Market Report* and the annual *Quality Management/Liability Recording Product and Market Report*.

More information is available at www.dmgconsult.com.

About the Sponsor

VirtualLogger LLC (formerly VoiceLog LLC) is the first and leading provider of call recording and quality monitoring on a hosted basis. VirtualLogger provides 100%, random and on-demand recording, web-based retrieval and scoring, remote storage and archiving, screen capture, speech analytics, third-party monitoring, and more – all on a satisfaction-guaranteed, “pay as you go” basis. Founded in 1996, VirtualLogger has recorded over 150 million calls for clients in financial services, health care, retail, technology and government agencies, among others.

More information is available at www.virtuallogger.com.