

The Galaxy

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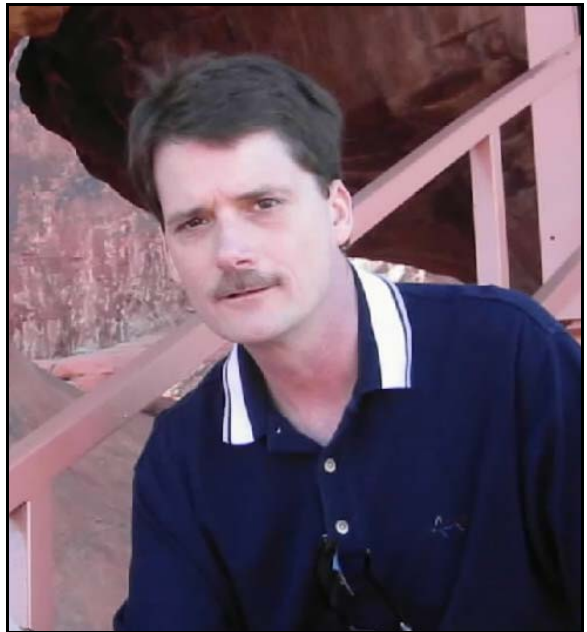
The President's Letter



An Eagle Flies

“O *n my honor I will do my best to do my duty to God and my country and to obey the Scout law...*” So

begins the Boy Scout Oath, something that has had a strong influence on MedCom owner, Chris Bell. Scouting is a part of his life, and has been since he was a boy. “Some of the basic lessons of Scouting such as the Scout Motto, ‘Be Prepared’, are applicable to our business.” He pointed out. It is a way of life for him always aspiring to do his best and to give to his community. “I was fifteen when I made Eagle,” said Chris. “I am proud that both of my sons, Christopher and Anthony are also Eagle Scouts. I’ve been an Assistant Scoutmaster for ten years, and my wife Marilyn is the troop Committee Chair.



Chris Bell, President of MedCom

Becoming an Eagle Scout is more than an accomplishment; it’s a philosophy of life. “Once you earn the rank of Eagle, it is one of the few things that stays with you throughout your life. Eagle Scouts learn to use the present tense, even twenty years from now, when Scouting comes up in conversation. We say, “I am an Eagle Scout.” Chris explained. Currently, Chris oversees his Troop’s Eagle Scout Program. Over the past ten years, his Troop, which usually numbers about a dozen scouts, has produced ten Eagles. “Did you know that every man to walk on the moon was an Eagle Scout?” he asked proudly.

Eagle Scout criteria translate well into the business world. Perseverance, discipline, patience and taking one step at a time served Chris well as he journeyed down the path to what ultimately would become MedCom, the first 24/7 Certified Site in the TAS industry.

Chris’s journey into the telephone answering service business began when several things came together in a fortuitous manner. “I had put together a business plan for our multi-hospital network to start its own TAS,” Chris said. However, a new CEO was coming on board. It was common knowledge that upper management, including my boss and soon to be TAS partner, Steve Alexopoulos and I, would be swept out to make way for the new administration.”

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An Eagle Flies, continued...

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“So, I dusted off the TAS business plan,” Chris continued. “I then met a marketing executive named Mike Markwood who worked for ProNet Medical Communications, a paging & answering service company. Mike needed a TAS to do their alpha numeric paging. ProNet had already decided: They were going to concentrate on paging. This was 1987, and text messaging looked like the second coming.”

“Mike Markwood also introduced me to Jeanne Good, a nurse who ran his current service. She was answering phones for a dozen doctors and ProNet – out of her laundry room! Jeanne was burned out,” Chris noted, “but she helped me find a fabulous location for a service. (We are still there.) Jeanne helped us through the initial start up phase. I was dealing with legendary Rick McGonigal, sales rep extraordinaire for Startel for our equipment. Motive, opportunity, timing, all provided too many pieces of the puzzle to ignore, so we found two silent partners and Steve and I rolled the dice on MedCom.”

A Scout is Brave... MedCom started taking calls on June 21, 1987 with a three position Startel 2700. The plan said that there were 14,000 physicians in the Philadelphia area. Their goal was to create a high value service to cater to the top 5-10% of those docs. That Eagle Scout discipline stood him in good stead. “By the end of June we were taking calls. We had \$20,000.00 in the bank, \$8,000 per month in expenses, and we were billing \$2,000.00 a month. Our model didn't account for midnight op callouts. We were only putting on one or two customers per month. Doctors were jealously guarding their new found excellent answering service. We were headed for disaster.”

“It was exciting and nerve wracking,” said Chris. “I was literally working two and three shifts, and sleeping on the floor during the first two years.” We caught a few lucky breaks, getting telephone wiring jobs for several physician offices. “We reached the cash break-even point in December, but of course neither Steve nor I were being paid,” Chris lamented. “I really believed in this business,” he continued, “so I sold a wood pallet business I owned, tapped out my credit cards, and even borrowed from my parents to stay even with the other partners in the last re-financing round.” On his wall is a framed check dated April 1989, his first paycheck from MedCom.

By the mid-90s Chris and Steve would each hold different views about which the direction the company should go, and Chris bought out his partner of nine years. He remains the sole owner. “I realized I needed someone who understood networking & servers,” Chris said. “I brought Tom Sheridan into the business. We compliment each other well.” Now Vice President, Tom Sheridan and he are “almost interchangeable” in certain executive matters. “I think of Tom as MedCom's Research & Development program,” Chris stated, “while I am the more detail oriented part of the team.”

Backing up the guys are two terrific women, Operations Manager, Kelly Goodwin who

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Chris Bell and Tom Sheridan

An Eagle Flies, continued...

(Continued from page 2)

does a lot of programming and scheduling, and Office Manager, Denise Batchelder who spends more time with customer service, receivables and collections. Chris has spent many years developing a strong management team which includes his Weekend Supervisor & Call Monitoring Manager Michelle Netzer, who he says is probably the best all around "utility player. Supervisors Jack Gwin, Dennis Feltwell and Whyheeda Allen are valued team players. Chris depends on each of them for their areas of expertise, client knowledge, advice, and support.

"I've begun to see the wisdom of having a Director of Personnel. I need someone who can do the hiring, training and personnel administration. We will have an even better organized company when we have that person." He went on, "I'd have to say that our core group of about fifteen employees is largely responsible for our success - because they have the right work ethic and they care about our clients." added Chris, "I am grateful to each of them."

A Scout is Friendly... Denise and Kelly say there could not be a better person to work for than Chris. "I grew up at MedCom," said Kelly, "I started here when I was 16. Chris includes us in decisions, he respects our opinions and he is a fair, generous, caring, family person." Denise agreed, "I came to work here and I found a home! People don't know what it's really like to work with Chris." She continued, "I love my job; I think of him more as family than a friend. But we are great friends," insisted Denise. "We have great conversations, there is never a day that I think 'I don't want to go to work.' I love to be here." "We all do," added Kelly. "We have a lot of long term employees, because this is just an enjoyable place to work."

A Scout is Thrifty ... With an MBA in Finance, Chris admits the financial aspect is his favorite part of running MedCom. "I enjoy crunching numbers. I think a lot of TAS owners do not pay enough attention to billing. My favorite day is billing day. We make a big deal of it. I am a Civil War buff, and during that war, General A.P. Hill always wore a red shirt when he was going into battle. So, every fourth Monday is Red Shirt day. Now, many of our employees wear red on billing day!"

We can all take a lesson from Chris' book. "In the nearly 18 years we've been in business we have grown to 16 chairs. It's been pretty steady; however, we've spent the last four years getting smaller on purpose! We've gone from 45 employees to 30 employees. We've purposely given up about \$25,000 in revenue, but MedCom is a much stronger and **more profitable** company."

"With fewer customers who are willing to pay a little more for excellent service, it's easier to run the company. With fewer calls we can be more careful and give that great impression to every caller," Chris pointed out. That philosophy is what has enabled MedCom to earn the ATSI *Award of Excellence* for seven straight years. "What makes us different? We can point to the *Award of Excellence*, our SNUG/ATSI 24/7 Site Certification, and our 5 Supervisor and 18 Operator Certifications, as proof that we are better and worth more money. These distinctions make it easier to sell our service. MedCom wants to be in the upper tier of services when it comes to quality and preparedness; therefore we can't be in the bottom tier financially. These programs allow us to sell on the basis of the quality we deliver."

A Scout is Helpful... Chris has used his Eagle Scout determination and strength of purpose to help give this industry one of its greatest advances in years, the Certification programs. "These programs are going to help raise the level of professionalism in our industry," he pointed out. "I think the value of Certification is just beginning to be

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An Eagle Flies, continued...

(Continued from page 3)

recognized. Beth & Gary Cooper, Dan L'Heureux, and the entire 2001 SNUG Board of Directors put in a huge amount of work to make this project successful and should be given full credit for their dedication and support. They were the true believers in Certification. Terry Paffile, of Answer 1 in Phoenix, originated the idea based on a client inquiry, and brought the matter to our SNUG Planning Meeting. She also deserves credit for helping launch the program. Undertaking the process to become certified will have a profound effect on your service," he insists.

Chris believes in running on the best equipment you can afford. "We took the 2700 as far as we could run with it," he explained, "and when we went up to the 5700 platform I thought we would use it for longer than we did. But, the CMC came along, and I knew that was the way to go. We are re-creating our business due to the features available on the CMC, we're deploying new features and adding value to our business. I encourage others to consider the CMC platform. I'm afraid that our industry will continue to lose smaller TAS's unless they find a way to upgrade. If you can't say "yes" when the customer asks, then you are stuck and can't grow.

Chris especially likes the ease with which he runs remote operator stations, and is also considering a satellite office using the new platform. Peter Brousseau, one of last year's SNUG scholarship winners, and also an Eagle Scout, has been working remotely for MedCom from Penn State this semester. "The CMC efficiency makes this easier than ever", says Chris, "we have eight remote positions now and we find them to be a real asset. I think, for most of us, the biggest bottleneck to success is people. Staffing is the key to success. It was one of the reasons we downsized our company. We want a good quality of life. I've learned that when a TAS gets to a certain level, we

can really have a fun time, enjoy what we are doing and help others. If it gets too big, diminishing returns sets in."

A Scout is Loyal... "I have never been a 'joiner'," Chris continued, "but SNUG is very important to me. I was honored to be President of SNUG. I wish everyone would see the value of being an active participant."

What are Chris's interests outside of Scouting? "I like to be home with my wife Marilyn. She is much smarter than I am," he laughed. "She teaches microbiology and science to nursing students at Holy Family College, and she is a Eucharistic Minister at our church. We enjoy being with our boys and we share many interests besides Scouting. Marilyn and I like to hike and ride our bikes. We've visited many Civil War sites and love to fish and golf at our time share in Jackson Hole, Wyoming."

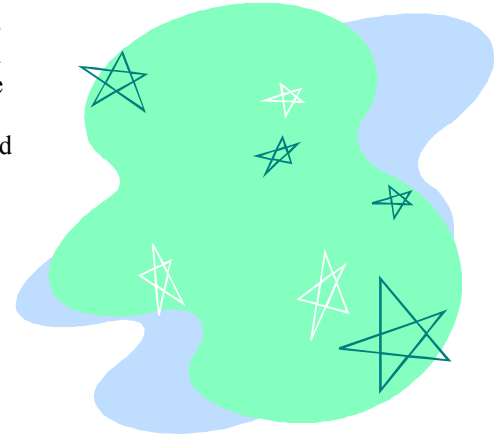


Christopher, Chris and Anthony

"Our lives are really going to change in the next couple of years." He continued, "Our oldest son, Christopher is a freshman at Penn State. Anthony is 16 and will be going to college in 18 months. That will leave Marilyn and I, and our crazy little Jack Russell Terrier, Max alone in our McMansion." Chris added, "Someday, I hope to have the time to write a book. I'd also like to climb one of the Grand Tetons." Chris may find that his lifestyle changes when the boys are no longer living at home, but it's clear that he will keep living the life of an Eagle Scout: ***"To help other people at all times; to keep myself physically strong, mentally awake, and morally straight."*** This philosophy of life and business were contributing factors to Chris' receipt of the Don Berry Award of Excellence in 2003. Knowing Chris, he will continue bring his strengths to SNUG – to help other people at all times.

Stars on the Water in Savannah

Stars will be descending on the water in Savannah Georgia when Startel Users begin to arrive for their yearly shot of dazzle and shine! You will be dazzled by the new products and presentations, your speakers will shine as they share how they make their businesses better. Your Conference Chair, Susan Mealer, has lined up speakers that will sparkle in Georgia. Savannah is a beautiful old port city and our hotel is right on the shore of the Savannah River. We'll have a view of huge ships going right past our windows, up close and personal!



Save the dates
January 29 through February 2, 2005
Saturday January 29 and Sunday January 30
Have been designated for Startel Training

"It's going to be a well rounded program, said Susan. "This is one conference where you won't want to come late or leave early, or you'll miss something important! Dan & Beth have been so helpful and supportive, and the Conference Chairs who have preceded me have passed on wonderful information and notes. I'm doing my best to make this a terrific conference and I think we're off to a great start. We have tried to give members a little bit of everything...just look at some of these topics."

To help us grow our companies, we have...

Customer Retention Ideas – Alice Waters, Angela Kinder and friends

Special Applications for your Website – Discussion led by Gary Pudles

Order Entry/Inbound Telemarketing Applications and How to Sell Them – Stacy Polinsky & Mary Jones

To help us run our operations, we have...

Pre-employment Testing – What is it and why do it? – Greg Macieolek, Integrated Management Resources

Employee Stats Processing and Scheduling – Hans Wilhemsson, Kelly Weiss and Andy Amb

Of course we have Techie Stuff...

Software Solutions on a Shoe-String Budget – our Illustrious Dennis O'Hara

And not to be Missed...

Ideas to Increase Your Bottom Line – SNUG Board Wannabes

The Business Meeting and Elections

It wouldn't be SNUG without Startel and they have some neat surprises in store for us. Look for a report on what has been happening over the past year, new updates for our platforms and of course advancements for the Voice Processor and the Call Management Center.

Prior to the SNUG Opening Reception

Saturday Jan 29 and Sunday Jan 30

Will be the Tom and Randy Shows

Two of Startel's most popular stars will shower us with brilliant tips and tricks on getting the most from our equipment.

On Saturday look for...

A session on Utilizing the Advanced Features of the Voice Processor - with Tom VanOuse

A session on System Optimization – also with Tom VanOuse

Back by popular demand...

ACD STATS – with Randy Singh

This session will be presented in five parts: The Original Stats Package, Splits Report Generator (A call general traffic report), ACD Report Generator (Standard), ACD Report Generator (User Defined Reports), ACD Reports Generator (New Uses)

Angel Wilkerson is in charge of registration for these workshops and space will be limited; sign up early to make sure that you do not miss out on any of these great sessions. Contact Angel at 949-863-8738.

Buy the Book

The Leadership Secrets of Santa Claus A Walk the Talk Book

This is one of those little books that sometimes arrives in the mail for no apparent reason –although the price printed on the back is \$12.95, it was a free sample and can be purchased in multiple quantities, or as a single copy. With only 80 pages of text this book probably has more great reminders on how to run a successful business as any book you can buy. The sub-title is *How to Get Big Things Done in YOUR "Workshop" ...All Year Long*. There probably won't be anything in this book that you haven't already heard, but to have SO many great hints in one, easy-to-read, SHORT book is really nice.

"...to have SO many great hints in one, easy-to-read, SHORT book is really nice."

The eight chapter headings will give you a good idea of the contents of this great little book: Build a Wonderful Workshop, Choose Your Reindeer Wisely, Make a List and Check It Twice, Listen to the Elves, Get Beyond the Red Wagons, have the Milk and Cookies, Find Out Who's Naughty and Nice, Be Good for Goodness Sake.

In Chapter Two, "Choose Your Reindeer Wisely", Santa tells the story of "Misfit", the lead reindeer prior to Donner. Santa says, "I ended up spending way too much time watching Misfit, re-re-re-training him, counseling him, and handling complaints about him from the other reindeer – and the elves as well. Pretty soon, he was bringing everyone down, and productivity was going down with them. All because of that one Misfit reindeer...all of that because I cut corners and allowed joining the team to be way too easy."

All businesses, even that famous one at the North Pole, have the same problems and Santa gives us a huge gift a little early this year by sharing his leadership secrets with us.

Certification Pays Off Prior To Completion

"After the new UPS went in, the rest was a piece of cake!" Although several people played a part in getting Focus Telecommunications ready for 24/7 Site Certification, the bulk of the responsibility fell to Tom Reandeau and Chuck West, Donna's son and husband respectively. Chuck was the project coordinator, listing every requirement and assigning someone within the company to provide the necessary documentation. It wasn't daunting at all; breaking down every segment into manageable pieces made it a much friendlier project.

"The requirements are already laid out in a logical fashion in the pamphlet that SNUG has produced, so that is a great starting place. Taking it one step at a time made it easy."

We expected the preparation for Site Certification to take much longer than it did, but once we got started, we moved right along. The requirements are already laid out in a logical fashion in the pamphlet that SNUG has produced, so that is a great starting place. Taking it one step at a time made it easy.

**See the SNUG website
for more info!**

Unbelievably, it paid off before we even GOT the certification. A potential customer (a large potential customer, uh...make that a prestigious, large potential customer) was very concerned about a Disaster Back-up plan, until we explained the criteria for 24/7 Site Certification, and assured them that we were just about ready to schedule the judges. After laughingly assuring their rep that we wouldn't bring out the judges unless we were sure we would pass, she went back to her superiors and recommended Focus. This one account will easily pay for everything we purchased to become Site Certified in just a few months. What a wise move!

Buy the Sales and Marketing Seminar Tapes

The SNUG Sales and Marketing Seminar held in Baltimore was deemed a huge success. The program consisted of largely new material with only a bit of information, back by popular demand. **Audio tapes of the seminar are available through SNUG for \$69.00 for the set.** This is a great way to hear what you missed if you were unable to make the trip.

Topics covered were –

- | | |
|-----------------------|--------------------------------|
| Setting Goals | Meeting and Greeting People |
| Public Relations | Community Relations |
| Internet and E-mail | Power Point |
| Act! | Appointment Scheduling |
| RFP's and Proposals | Customer Relationship Building |
| Words That Make Sales | |

Watch for the Sales and Marketing Part II Program which SNUG will offer prior to the Spring WSTA Conference.

"I'd like to thank Snug for hosting an open sales & marketing seminar last weekend. It was well organized and attended. I was particularly pleased to see that they invited any & all answering service owners to their conference. It was a pleasure to meet with other owners that we seldom get to spend time with and learn more about their business practices & styles. I really appreciated the opportunity to learn together as telemessaging professionals."

— Tom Gelbach

"I too, cannot say enough about how awesome this seminar was. I have been to many Marketing and/or Sales seminars; this one was outstanding and put the others to shame. Most conferences serve the purpose of being "motivational" in nature and many attendees return - never to look back at their handouts, etc. What set this seminar apart from the rest was that we were all provided with solid techniques, applications, material and ideas that we all can implement regardless of the size

of our companies. The speakers were wonderful and the audience participation made the seminar interactive and fun. Givers Gain - so, many of us gained a great deal. Now we can go forth and use the knowledge handed to us! My sincere thank you to EVERYONE who was responsible for putting on this seminar, I truly appreciated your hard work and dedication. Your efforts really shined! It was great seeing everyone and meeting some new friends as well. Congratulations!"

— Nancy Ireland & Linda

"Do you plan to do this again? I am going to bring at least three people if you do and probably come again myself." —Allan Fromm



Anne Postich, from Focus Telecommunications working the room



Dennis O'Hara and Dan L'Heureux at the Sales and Marketing Seminar

"Givers Gain - so, many of us gained a great deal. Now we can go forth and use the knowledge handed to us!"

Make a Difference

"Most of the folks who are elected to the SNUG Board give their heart and soul to making this organization stronger and better than they found it."

Join the SNUG Board, make a difference. The secret to a well run, vibrant volunteer organization is great participation by its members, especially the Board of Directors. Our Boards change every year, and new leaders emerge. Most of the folks who are elected to the SNUG Board give their heart and soul to making this organization stronger and better than they found it. Each president brings to their term one or more pet projects they hope will be their legacy. Often they are the ones to get a project off the ground, but it may be finished under another president's term. The Board embraces one another's ideas and goals to make things happen.

In the last couple of decades SNUG has become a strong force in this industry. We are known as the "Get it Done" User Group. While other groups talk about putting projects together, SNUG Boards and their supporting members "just do it". SNUG Boards have developed advertising videos, training CDs, the certification program, open seminars, and now some exciting new training tools. It is by working together, supporting one another, and truly putting the needs of this organization above our personal needs, that has allowed us to do these and other great projects.

We salute the leaders of SNUG, past and present. Your dedication and hard work have been a benefit to all of our members, indeed our industry. YOU have made a difference; we are proud of each of you and you have our thanks.

So You're Considering a Run for the Board

Why?

"...it's fine if your goal is to be a great assistant, supporting someone else's idea; that role will be very much appreciated."

That is the first thing to ask yourself when becoming a member of the SNUG (or any other) Board of Directors comes to mind. Why do you want to do this? Is it for the prestige? Something to impress your customers and staff? Is it for your own ego? Or is it because you have ideas, and strengths you are willing to use to benefit all of the members of the organization you will serve?

Will you be a "doer"? Will SNUG be a stronger because you are a part of the Board? Not every Board member will become the president of this great group, but everyone can and should contribute. Just as in our offices, we need Indians, not just chiefs, so it's fine if your goal is to be a great assistant, supporting someone else's idea; that role will be very much appreciated. What you don't want to do is to be inactive. When you look back on your term on the Board, we hope you can proudly point to the work you've done and say "I've made a difference."

President's Scholarship Program Closes November 30

By the time this newsletter hits your desk there will be about three weeks left for your staff members to submit their scholarship applications. There is a significant amount of money available to our employees and there has not been a mad rush to claim it. There is a poster available to download from the SNUG web site that will explain the criteria. You will find it in the Members Only section; e-mail Dan L'Heureux if you need to reconfirm your password. This is a wonderful "perk" for your staff members who might qualify, be sure to bring this scholarship program to their attention.

Terrific Training Tools

S NUG is providing a training tool that will be a “Must Have” for every service, large and small. A series of four educational DVDs will be unveiled at the Savannah Meeting that will have everyone in attendance clamoring for a set. These videos are chock full of realistic call scenarios, presented by callers and agents. The calls are critiqued by narrators who point out the reasons for each call handling technique.

Segment I	An introduction to the industry and the basics of call handling.
Segment II	Customer service on every call, using excellent quality examples
Segment III	More challenging calls, including angry callers
Segment IV	Message delivery and equipment malfunctions

The following is an exchange taken from the end of the first video. In it, the two narrators are reviewing a call to a glass company from a commercial customer who has had the glass in their entry door broken late in the evening. This segment demonstrates how to look at various parts of the screen for information that will enable the agent to answer questions intelligently. The agent was superb and the narrators are pointing out why the call was so good.

Female Narrator: *That was a great call. This agent simply did everything right. She filled in the time while she was looking at the account information by asking if anyone was hurt. First she noted that there was current on-call information and then she checked to be sure the company did board-ups.*

Male Narrator: *Paying attention to the important things on the first page helped her to assure the caller that they could expect a call back within 20 minutes. That kept him from looking elsewhere for service and that means she was instrumental in helping this customer grow their business*

Female Narrator: *And when she confirmed the information she had taken, she realized she hadn't gotten the last name and that gave her the opportunity to ask for it. That's the best way to be sure that every bit of the information on the message is correct and complete. It gives the caller confidence that the right person will get the message and the content will be correct.*

Male Narrator: *She sounded warm and friendly and again, she used “Please” at least twice and “Thank You” at least once.*

Female Narrator: *You know, one of the things that have been a common thread throughout these three calls is the terrific quality of the voices and positive attitudes.*

Male Narrator: *That's no accident! The emotional quality of voice tone influences a calls outcome. So do the words that are chosen. Whenever possible use positive active words – and say them with an upbeat, active “tone of voice”. People comprehend positively worded statements one-third more quickly than those with negative phrases.*

Female Narrator: *Just as importantly, positive, active words form a “gets things done” image that actually helps get things done! You'll be perceived as a person who has authority. This gives a strong positive impression, and callers will trust that you will help them.*

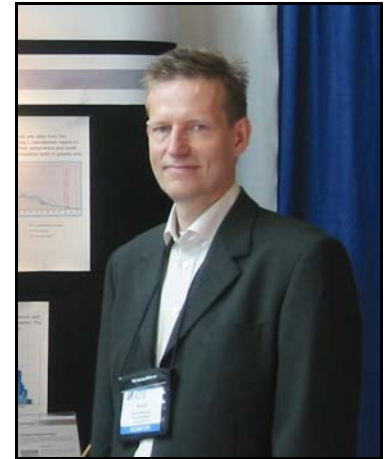
Male Narrator: *Our clients are looking for a cheerful, confident sounding person who will make a wonderful impression for their customers. If you can be that person, you can have a very successful career in this industry.*

These videos were filmed using the new CMC platform, but they are generic enough to work for just about any platform in the industry. We are thrilled with the quality and content of this video package. Plan to bring your VISA, you won't want to go home without them!

An End to Scheduling Woes?

Almost all of us groan inwardly (or maybe out loud) when it comes to scheduling. Whether you use a spreadsheet or just an hourly schedule, making those changes, totaling the staffing, and coming up short in one place and over in another can just make you crazy! Sure there are scheduling software programs out there, but many of them fall short of perfect for our industry and others are too pricy.

Help is on the way! Our own Allan Fromm has partnered with Hans Wilhelmsson from Gothenburg, Sweden to provide a scheduling program designed specifically for our industry. Hans will share the podium in Savannah with Andy Ambs, of Ambs Message Center, who has been using XLScheduler since February. During the same presentation Kelly Weiss will present information about another more intricate (and more expensive) scheduling program – Blue Pumpkin. Allan believes you will be favorably impressed with the number of comparative features you will find in the XLScheduler program.



*Hans Wilhelmsson
XLScheduler*



*Andy Ambs shares a laugh
with Hans and Anna*

Allan has been using iterations of Hans's programs for nearly a decade, but XLScheduler was new to Andy, who had been using an excel spreadsheet to schedule for their two locations. "When I began working with Hans's product I was totally enlightened." Andy raved, "I couldn't believe how fantastic the XLScheduler is! We're not using it fully yet and we are saving both time and labor! I save at least five hours doing the schedules for the month, and we probably save another eight to ten hours of manager time over the month making daily schedule changes."

More importantly Ambs is saving on agent labor. "Here is the big news, said Andy, "we have cut 12 – 16 hours of labor every day! We were averaging about 160 labor hours every 24 hours; XLScheduler has cut that back to about 146 hours. Fourteen hours at your current rate of pay...well you do the math. It's a significant number, especially when you multiply it by 365; and we don't even have it fully optimized yet!"

"Hans and his staff are outstanding people to work with," Andy continued, "I have never seen a vendor put more effort into making his product fit the needs of his customers. The time zone doesn't matter – they never say, "gotta go, it's late". They are incredible to work with and their follow-up is fantastic. I'm excited about having Hans at SNUG."

Hans is excited to be there. He has a Masters of Science degree in Mechanical Engineering and worked with companies such as Ericsson, Saab and Volvo till 1993 when he decided to begin his own business. Using Excel Applications, Hans developed the XLScheduler package which he customized for the call center industry. He now has 18 employees, 7 to 8 of whom work with XLScheduler product; the rest of the staff works with financial reporting and information systems. Hans and his wife Barbro have been married since 1982, and have three children, Per, 13, Lovisa, 18 and Lars, 22 who is now working with his dad.



Hans' right hand, Anna

MedCom CMC Conversion & Experience - Our First 90 Days

By Chris Bell

We have completed our first ninety days running on the CMC platform. I wanted to answer some of the questions colleagues have asked regarding our experience.

1. How do you like the CMC System?

There is still a lot of excitement within our company with regards to the new system. Buying the CMC was a good business decision. We are doing things on the CMC that provide us with new opportunities, competitive advantages, and clearly superior customer solutions. CMC has forced us to transform our business model. We are more productive, and that is positively impacting our profitability. A big surprise has been how well it was received by my front line agents. To them the CMC is a big improvement and it has had a positive impact on how they do their jobs. We are now, post-installation. We are implementing new system features throughout our client database. We are seeing excellent results.

2. Did you experience any problems related to cutting over the new system?

In terms of the installation, the CMC Conversion, data migration, and cutover went flawlessly. Startel Engineers exceeded our expectations. During this period, we experienced no down time. We were able to take advantage of "scripts" that the Startel Engineers wrote that greatly reduced the amount of programming changes (dialogue boxes) that needed to be clicked to turn on or off a given set of features.

2a. What other problems did you encounter in terms of project or management planning?

We kind of shot ourselves in the foot because we made an acquisition of a TAS thirty days prior to making our CMC conversion. Looking back, it probably was not a good idea. The acquired business had 100

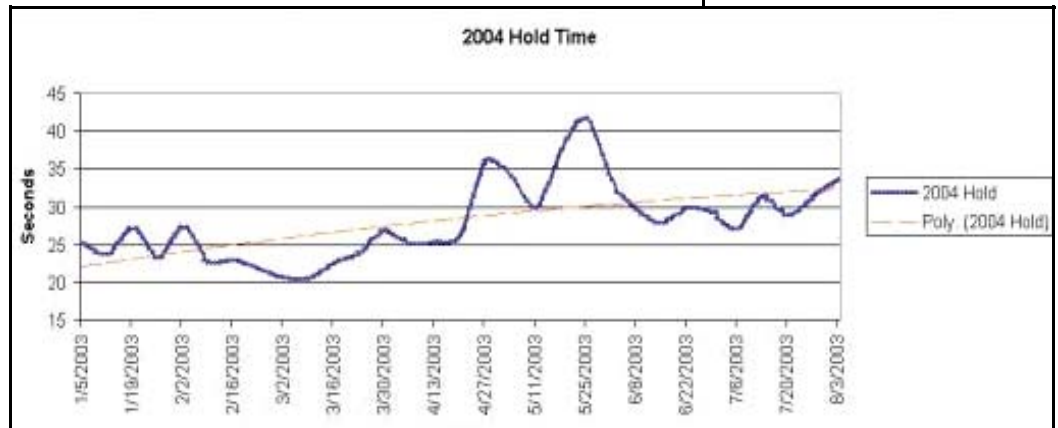
accounts and our problems can be traced directly to the TAS acquisition's accounts. It created staffing bottlenecks, training issues, and it occupied precious management time that could have been better spent implementing CMC features. Because of the productivity we are achieving running on our CMC platform, we are operating with one less employee than the thirty we had this time last year. Bottom line: We are taking

3000 more incoming calls per week with one less Agent, compared with the same period last year. During this time period, as the graph above illustrates, our average hold times have increased. Now, we are beginning to bring them down. Continued improvements from the roll out CMC features are paying off for us.

In the graph above, entitled **2004 Hold Time**, you can clearly see two humps or "spikes" in our Average Hold Times. The dashed line is a logarithmic plot of the data. The two spikes occur

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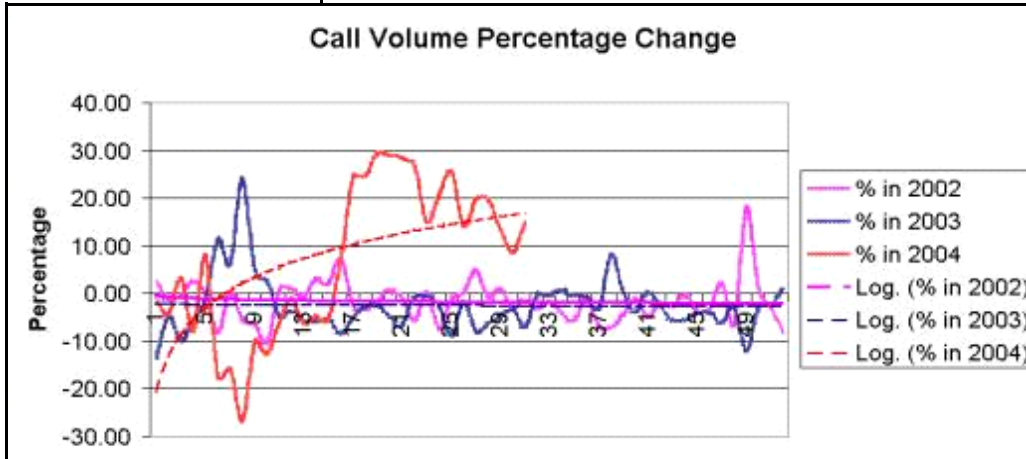
"CMC has forced us to transform our business model. We are more productive, and that is positively impacting our profitability."



MedCom CMC Conversion, cont...

(Continued from page 11)

on April 15, and May 18. The **first spike** was our April 15 acquisition of one hundred new accounts. The **second spike**, during the week of May 18, we cutover the CMC. The leveling off and improvement in our hold times is a function of rationalizing the acquired business's call volume *and* the benefits we've derived from deploying the CMC and harnessing it's features. The slight uptick in hold time at the very end of the chart is due to seasonal August vacation bottlenecks.



To better understand the acquisition's impact on our traffic, please examine the graph (pictured to the left) of our Call Volume Percentage Change. The graph is the log and percentage plots of our **Call Volume Percentage Change**. Early in 2004, we were experiencing a 20% decrease in Call Volume. You can clearly see from the upward sloping log plot as well as the 2004 red colored percentage change that we have swung from a 20% decline up to about a 20% increase in call volume. In fact, during the initial week of the acquisition, our call volume had increased by

30%. Effective call screening on the new business quickly peeled away about 10% of the call volume. Currently, the CMC has enabled our staff to handle 10-20% more call volume with one fewer employee than last year.

3. What would be your advice to potential CMC system purchasers?

Clear your decks before installing the system. Don't make TAS acquisitions or major employee reductions prior to conversion. Save management assets (time) and agent resources for training time, system deployment, and getting key players your organization up the learning curve.

4. Tell us about the CMC learning curve?

Everyone has been impacted: Management, Supervisors, and Agents.

The Management learning curve stems from the fact that the system is a departure from the comfort zone established by your prior business processes and practices. For management, everything in the Administrative Control side is windows based. Your learning curve is a function of variables including: (1) Knowledge of windows; (2) In-house SQL or IT expertise; (3) How quickly management adapts to the new system and to changes in reporting and report functionality. How well do key members of your organization respond to change? How quickly can your managers learn new concepts and incorporate changes into your operations? Are you ready to learn new methods for doing things in your operations? Programming and Administrative controls / functions are now Windows based. The system is in a relational database. Do you have expertise in-house to take advantage of this?

The ACD (card cage) and the MAT remain the same. Part of the power of the new CMC is derived from the fact that it works over your network. This creates a whole method of administering and maintaining your system. Startel, for example, can just enter our system over the internet. No more modem dialups and A/B switches. Startel can make immediate changes and upgrades. Using Remote Desktop in windows has made deploying remote operators safe, easy, and reliable.

Our Supervisors have different tools at their disposal for running status checks, retrieving actions,

(Continued on page 13)

MedCom CMC Conversion, cont...

(Continued from page 12)

looking up data, fixing or editing work, and dispatching calls. They do not have the exact set of tools or reports they were using on the iRMX chassis. New reports packages are being written to address this area. In addition, several recent upgrades have also been helpful to us.

Clients are benefiting because of fewer errors. We also have more ways to serve their needs via multiple message slips, intelliforms. We are providing more accuracy in message taking due to imbedded tips & menus, greater access to information (jumping mastercards) , and quicker message dispatch.

The Agent interface is so well written that there is plenty of Call Answer Mode familiarity and therefore not much of a CSR / Agent learning curve. We were pleasantly surprised by how well our CSR's (now called Agents) took to the new CMC system. I don't know how else to say it, but *they love the CMC*. The CMC Agent Interface retains many of the CAM (Call Answer Mode) features and functionality. CMC provides them with a quantum leap in features & functionality. The CMC's feature sets and tools enable us to "cut to the chase" and perform our work more efficiently and in less time. Here are some examples:

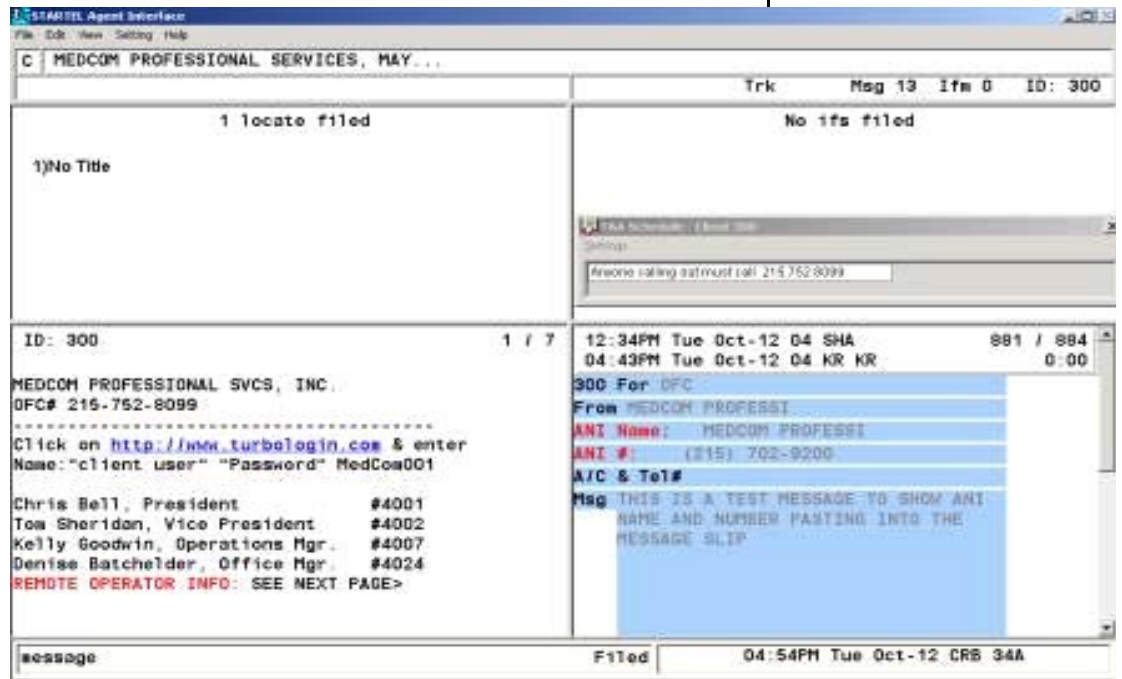
- New Agents are taking to the system with less training. Gregg Snyder was the first to say it, and it has been true for us as well. Agent training is *easier*. Also, new CSR / Agents are taking calls sooner. They are also much more productive for us earlier in their training process than was the case when we were on the 5700 or the 2700. It used to take us at least six months before we would consider someone for dispatching. Several of our newer staff, who only know the CMC, are already learning to dispatch.

- No more Message Slip Chip - Chop. Have you ever watched agents "chip chop" through the message ticket?

I often think about the *lost time* spent inserting a letter, or a word to correct and fix up a message slip. Consider the impact of this *lost time* during message taking & clean-up call after call. On the CMC, we can insert a word anywhere in the message field. Inserts wrap perfectly into the message slips.

- Productivity Agents have more tools. We automatically paste **ANI # & Calling Party Name (CPN)** into our message slips . This is saving us several seconds in call processing time on almost every call we use these features in. About forty percent of the time, this ANI # and CPN does not come down our lines. This is because some accounts do not call forward, or the calling party's telephone number and name are blocked. Yesterday, I saw an agent spelling the name Wisniewski perfectly for the caller, who stated (and we often hear

"We are providing more accuracy in message taking due to imbedded tips & menus, greater access to information (jumping mastercards) , and quicker message dispatch."



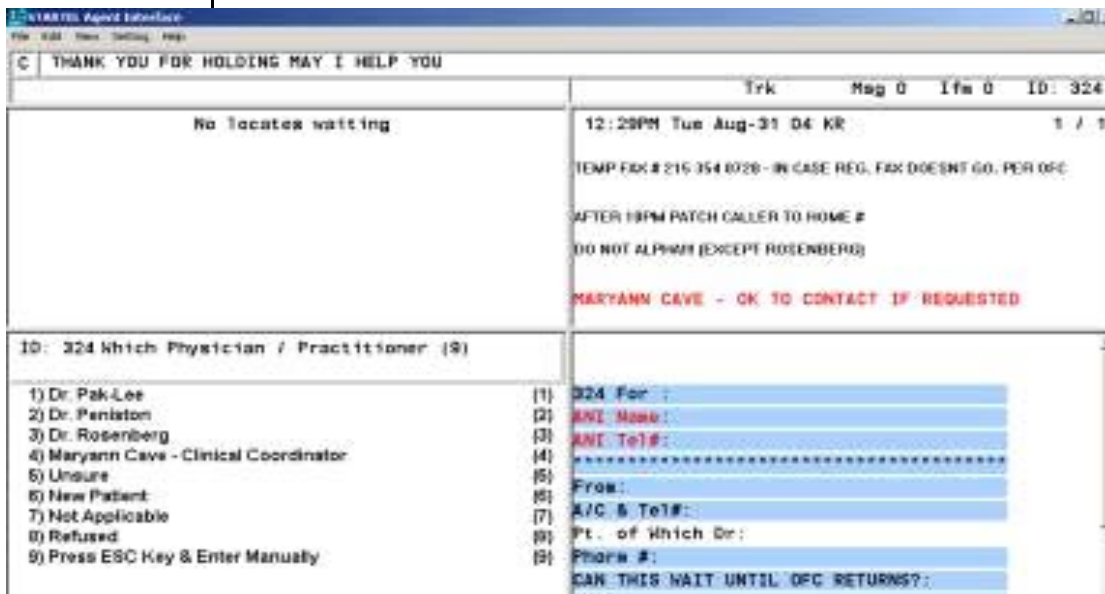
(Continued on page 14)

MedCom CMC Conversion, cont...

(Continued from page 13)

this) "**You are the first person to ever spell my name correctly over the phone.**" We think the ability to do this "intercept" ANI and CPN and deliver it to the client adds significant value to our service. It has helped us with clients who want to know who is generating (WCB's) will call backs, and when certain persons are calling. Also, we often see who is checking in to us before we answer the call. This gives our Agents another heads up.

- Tips We think of these as "**just in time information packets.**" They eliminate mistakes, and remind the Agent, at the appropriate moment, that "*Don't forget, Dr. Smith wants the first name of the patient.*"
- Directories We are just beginning to take advantage of the power of building directories / databases that are relational to the clients and their members.



- Multiple Message Slips As of this writing, we are today configuring a client with several different types of message slips. We already have a standard message slip and a Routine Consult message slip throughout our specialty physician client base. This has helped us to always ask the right questions relating to taking a Routine Consult. Multiple Message Slips is helping us eliminate the need for Joint Users,

which often require locates to be placed into each sub account.

- Menu Templates Now we can have any given field or doctor's name perfectly inserted and spelled, or even abbreviated - just where we want it. Currently, we are using this feature in approximately 50% of our accounts. Eventually, we will have it in play for 75% of our customer base

MenuTemplates have positively impacted our productivity and our accuracy. If an account requires us to always place in the name of the doctor the call is for, we are now spelling the doctor's name correctly 100% of the time. And, we are doing so with the selection of a single keystroke.

- Scripts Based upon answers to a message ticket, we are pasting in other areas with "N/A" or appropriate answers. In other words, for a OB/GYN, you sometimes are asked to answer the question **Are You Pregnant?** If the Agent selects and presses 2 to enter a **NO**, then the scripting automatically fills in an **N/A** to the next question, which is **How Far Along Are You?** It also takes the Agent to the next appropriate area of the message ticket. In the past, on the 5700, if we were not careful, we might look dumb or insensitive because the Agent may not have been paying attention to the answer in order to ask the correct follow up question, or skip the question. Thus, we are supplying our clients with better and more accurate information. Our

(Continued on page 15)

MedCom CMC Conversion, cont...

(Continued from page 14)

Agents are now taking better quality calls. They have more tools at their disposal, and they feel more empowered to do an even better job. We believe that our callers are receiving a better outcome as well. All of this translates into higher customer satisfaction and retention. Also, we can direct the Agent to areas of the message slip that need to be completed based upon their answers or menu selections. For us, we frequently pass through the ANI Name and ANI # fields. This too, is a very powerful feature that can be easily implemented.

- Jumping MasterCards Information that needs to be displayed about an account, which we typically bury deep into MasterCard's, displays "*just in time.*"
- Dispatching Again, the CMC provides us with a competitive edge because of how powerful the dispatch server is. How so? The typical digital page takes the best operator you have around 22-26 seconds to dial and input. Our newest Agent can execute a digital page in under 2 seconds. Our digital page is documented and it is right every time. When Agents on other platforms get tired or lazy, they tend to hang onto the outdial time, letting the paging carrier time out in their ear. We are executing thousands of digital pages in a fraction of the time that we used to. Even my newest Agents understand what this means in terms of productivity and turnaround time.

5. How is your CMC impacting bottom line and productivity?

We are saving on average about 8 keystrokes with menu templates (for example using a menu template, the agent can press 1 to correctly spell and enter the name Dr. Wisniewski into the message ticket). We are using menu templates on about 50% of our accounts thus far. We answer 5000 incoming calls per day. Using menu templates is saving us 8 keystrokes x 2500 messages or **20,000** keystrokes. ANI and Calling Party Name is saving us, very conservatively, two keystrokes per call, and one typo correction on spelling per call. Using the same 50% of calls estimate, ANI and CPN are saving us **7500** keystrokes per day. Finally, Tips are saving us about one keystroke per call. Tips are deployed on about half of our clients. Using Tips translates into another **2500** in keystroke savings. These three items are saving us about **30,000** keystrokes per day. Our average client message is 75 characters. Our average Agent takes around 350 calls per shift. The use of these three CMC features, ANI & CPN, Tips, and Menu Templates is saving us the equivalent of 400 messages per day, or 1.33 FTE's (full time equivalents). In addition, Scripts, Jumping MasterCard's and Dispatching are also powerful features that are adding to our productivity. They are reducing keystrokes, increasing our accuracy, and reducing our error rates. As Gregg Snyder noted, with the CMC we are doing more accurate work and receiving *fewer* customer complaints.

6. How does Remote Operator work on the CMC?

On the CMC platform, using windows remote desktop, and as noted earlier, remote operator has been an outstanding success for us. Management can log in and do programming from our homes. Security and Configuration and setup has worked extremely well. We have not had any issues. We have several employees who work over 100 miles away. It works very well. We are converting every workstation to Windows XP. I highly recommend XP Professional and the new Startel 104 keyboard. We have tried running our older equipment, in windows 98, 2000, and even the 3270 keyboard. Bottom line is that they have issues and you are better off standardizing on windows XP Professional.

7. How do Administrative Positions Work?

We have a license for sixteen Agents, but for Admin purposes, we have probably twenty-five total workstations that can all access the system. Our limit for call taking is sixteen. No one who is in CAM ever gets bumped off.

"CMC provides us with a competitive edge because of how powerful the dispatch server is."

"...with the CMC we are doing more accurate work and receiving fewer customer complaints."

(Continued on page 16)

MedCom CMC Conversion, cont...

(Continued from page 15)

"Even our most junior Agent can fax or email messages to clients quickly or via pre-programmed scripts - all day long."

8. What can you tell us about Faxing on the CMC?

It's fast, reliable, and flexible. We routinely fax messages to multiple numbers, without ever printing anything. Even our most junior Agent can fax or email messages to clients quickly or via pre-programmed scripts - all day long.

9. How was Morning Check-In impacted by the CMC?

We no longer print anything. No more "drop and go" faxing. We can direct emails and faxes to multiple addresses and destinations.

10. What about a client needing to see messages for the last forty-five (45) days?

We can go into the system, specify a date and time range, and then call the client and tell them to load up their fax machine with paper. Then we can blast out or email them every message for that time period. We recently did this and the client was quite impressed. Even better than that is the new Startel Web Server. We have messages stored in our system for about six weeks. Clients can now go to our new web link www.messagefortheoffice.com and enter their account number and a password to view their current and filed messages. And yes, they can even deliver their messages!

11. Explain the level of client detail you can report to the client?

We can generate a detailed client report showing detail and totals for **In Calls, Out Calls, VM Calls, PAA Calls, CkIn Calls, Alpha Calls, Digital Calls, Fax Calls, Agent Work, Maint Time, Patch Time, Agent VM, VM ChkIn, Email** and we can email this right to the customer. I can send clients detailed reports on the fly that "foot to the penny." This has been a very useful feature for me in demonstrating call volumes and times to our newly acquired business I discussed earlier. In a matter of moments, we can then email this report out of the system and straight to the client.

12. How do you like the CMC hardware and chassis?

Our CMC system is housed in a state-of-the-art cabinet. The servers are high quality enterprise level Dell equipment rated for five 9's MTBF. We have not had any hardware issues with our cabinet or servers. System backups are automated. Backups can also be launched manually. Our manual tape backup uses a small dat tape. We can complete a system backup in minutes and the system creates a printed report of every file backed up.

13. Do you get Interrupt 13 errors?

No, we can't get them. Interrupt 13's are an iRMX error. We are running on SQL now.

14. Are there other new features that provide benefits to your facility ?

Our Supervisors routinely use the new Status Check feature. They can quickly run a board check for just their portion of a shift, knowing that the Supervisor before them already combed through the earlier messages. We like the time of day "Good AM/PM" we can add to the front end of an answer phrase. We also like the fact that we can differentiate the kinds of actions we pull. In a crunch we can focus on specific or message actions. Supervisors and managers really like that flexibility.

(Continued on page 17)

"Clients can now go to our new web link... and enter their account number and a password to view their current and filed messages. And yes, they can even deliver their messages!"

MedCom CMC Conversion, cont...

(Continued from page 16)

15. What kind of "Work-Arounds" have you had to implement in order to do things the way you used to?

We lost the scan-edit and scan loading for our 3270 keyboards, where we had one button shortcut keys already pre-configured. As noted earlier, we have also found that our machines (P/C's) operate much more effectively on XP than the other Microsoft versions. On earlier versions, we have had some screen resolution issues, but these went away when we upgraded those boxes to XP. Because shift save does not enable us to message forward to a range of clients, we created a macro to do this. Control P does not print out a message. I would like to see that fixed. Meanwhile, we have learned how easy it is to do without paper. We can simply email (and then print) or fax to ourselves the message or messages we want. The other way to print a message is through reports, which is time consuming. We have had to do without certain macro's because of a need for a pause command. But this could also be a function of us not knowing enough yet about the new macro variables. Taken as a whole, there are relatively minor things. Startel has been responsive and has created a CMC wish list and a CMC bug list to fix and or prioritize reported problems.

16. What are your final thoughts about the CMC decision?

The CMC is our third Startel platform. I believe when you see it in upcoming switch shoot-outs it will outperform every other vendor's platform. We are beginning to harness its capabilities. I have become, at times, impatient with Startel for want of upgrades, bug fixes, and additional features. I recall the normal upgrade path we have all had over the years with Startel. An upgrade would be announced at the annual SNUG conference. It would be ready in 12-16 months. The software upgrade "product cycle" kind of reminds me of the long lead time that American automakers had with new automobile and truck releases. Just a few years ago, GM was running at 38-60 months between vehicle platform changes. Now they are changing platforms every 12-15 months.

For the CMC platform, it is possible that Startel may get to the point where they can develop, test, and deliver us monthly or bi-monthly software upgrades. So far, we have had two software upgrades in 90 days. *Postscript: We received four upgrades in our first 120 days.*

My CMC Wish List:

1. The ability to read and write to a database for repeat caller information to post into any account.
2. A Spell Check feature for the message text field;
3. Two-way alpha numeric paging confirmation;
4. Automated relay to an on call informing them of a message, and requesting them to press a special key to be connected to a dispatcher.

These would be powerful keystroke saving and/or time saving additions. I would also to see even more report flexibility and data exportability for customization. Geri Cerkovnik and the CMC Engineering Team have been great to work with. They welcome our input and comments.

I recommend Startel and Non-Startel users seriously consider the jump up to the CMC platform. So far, I have recommended the CMC for purchase to Dirk Moeller and several other innovative TAS owners. Many current CMC users (Donna West, Gregg Snyder, Nancy Duncan, and David Gardner), are highly regarded in our industry. Changing to the new CMC platform could be a smart business decision for your company. With interest rates at historical lows, capital financing a major purchase like the CMC has never been a better opportunity for a TAS owner. Furthermore, the Bush Tax cuts have enabled small businesses to write off up to \$100,000 per year in capital expenditures.

(Continued on page 18)

"We also like the fact that we can differentiate the kinds of actions we pull. In a crunch we can focus on specific or message actions. Supervisors and mangers really like that flexibility."

"Startel has been responsive and has created a CMC wish list and a CMC bug list to fix and or prioritize reported problems."

MedCom CMC Conversion, cont...

(Continued from page 17)

"We have begun to see tangible improvements in our productivity and work flow. I am confident in recommending the Startel CMC system."

In conclusion, our first ninety days on the CMC system have resulted in significant changes in the way we conduct our business. Deploying a new platform and learning how to harness its capabilities has been a challenge. We have begun to see tangible improvements in our productivity and work flow. I am confident in recommending the Startel CMC system. For us, it has indeed been a process of re-inventing our business. If you have any questions, please call me at (215) 752-8099.

Respectfully Submitted,

Chris Bell

Confident Conversation

Remember when we were growing up, our parents taught us never to talk to strangers? Well, that was then and this is now, and to help our business grow we NEED to talk to strangers. If we wait to be introduced to people at business or social functions we are going to be standing there a long time feeling awkward, and we'll miss important opportunities. We just have to learn to introduce ourselves. It isn't as hard as it sounds. Here are some tips.

First of all, think about the group you are in. Most of the time there will be a common thread: you are at a Chamber meeting, a PTA meeting, a SNUG meeting—whatever the meeting, you have at least one common thread: your community, your kids or your industry/equipment.

Keeping that in mind, let's visit a SNUG meeting. "Hi, I'm Morgan Smith, this is my first visit to Las Vegas. Have you been here before?" or "I've never stayed at New York New York before, isn't the layout great?" or, "Have you seen the ship battle at _____?" Beginning with something about yourself that you can turn into a question will help the person you've introduced yourself to respond easily.

In fact questions are your best friend. "What did you think of that presentation?", "How did you become interested in _____?", "I'm considering buying _____. Are you using that?" All are ways to toss the conversational ball to another and suddenly you find that you are relaxed and enjoying yourself. People love to give advice and to help people who genuinely want to learn. Just let it be known that you are interested.

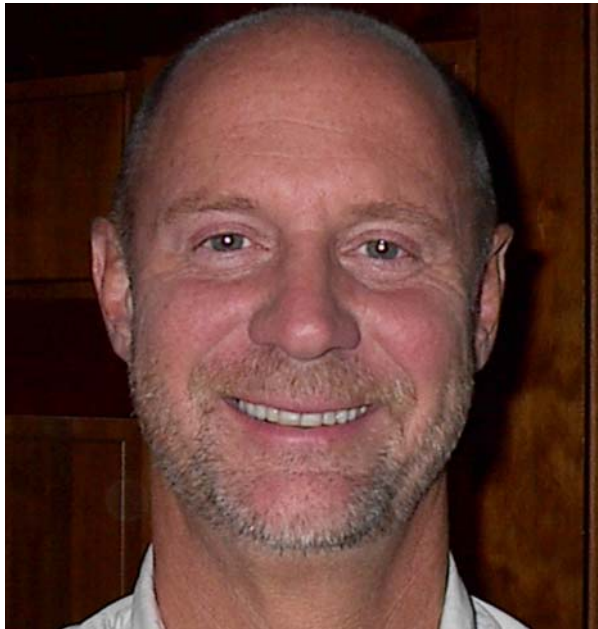
Finally, one great way to get to know someone is to give a sincere compliment. "That is a wonderful suit; it looks terrific on you.", "The questions you just asked of that presenter were thoughtful; you asked just what I wanted to know." Or, if you really want to make a person feel great, try this, "I just love the Galaxy. I read every issue cover-to-cover." Well, I guess that last conversational gambit won't work for everyone, but it could be just the ticket for at least ONE conversation.



From the Executive Director

Dear SNUGGIES,
Preparations
are underway

for the upcoming
SNUG 18th Annual
Meeting in Savannah,
GA at the Savannah
Marriott Riverfront –
100 General McIntosh
Blvd. As the name
implies, the hotel is
right on the Savannah
Riverfront and within
walking distance to
both the riverfront
entertainment district as
well as the Savannah
Historic district. SNUG
has secured rooms for
\$125 single/double for
the conference dates
January 29 to February



2, 2005. Startel will be holding training classes on Saturday and Sunday with the SNUG conference opening reception beginning at 5:30pm on Sunday January 30th. General sessions will be held Monday and Tuesday and the conference will wrap up Wednesday February 2, 2005 with the awards luncheon from 12 noon to 2pm.

Why not go to the hotel website www.marriott.com/savrfl and enter the appropriate dates of your stay. Add the GROUP CODE “stnstna” to book your hotel reservations. By securing the hotel space you will not miss out on the wonderful programs that Conference Chair Susan Mealer is working on. She will be releasing the conference detail soon, but the highlights are listed in the sidebar

If you know of a peripheral vendor that has not been to our conferences in the past and you think that SNUG members would benefit from their services, please supply the company and contact information to Dan@SNUGonline.org or to Susan Mealer Susan@answeringAdvantage.com and we will do our best to get them to the conference.

If you've been to past conferences, you KNOW that this year will be great! If for some reason you have not attended in recent years, this is the year to make your presence known! You will have the opportunity to see demonstrations by fabulous vendors and meet the people and faces behind the wealth of information that you see on the SNUG list serve. You do not want to miss this event.

Savannah is a wonderful historical site and you learn much about the city by visiting: <http://www.savannahvisit.com>.

Dan L'Heureux

2005 SNUG Conference Highlights

- ✓ Special Applications for your Website
- ✓ Pre-employment Testing – What is it and why do it?
- ✓ Customer Retention Ideas
- ✓ Software Solutions on a Shoe-String Budget
- ✓ Special Applications for Order Entry/Inbound Telemarketing and How to Sell Them
- ✓ Employee Stats Processing, including Scheduling Applications
- ✓ Ideas to Increase Your Bottom Line
- ✓ Vendor Exhibits and presentations

The President's Letter

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We Welcome Your Contributions!

Fax your:

- ⇒ Articles
- ⇒ Letters
- ⇒ News Releases
- ⇒ Comments

to 800-317-8546 or
e-mail to

Dan@callconsult.net

SNUG will update you with the latest information and news in-between issues, so be sure to keep an eye out for messages via the e-mail list serve and fax.

It's hard to believe that our 18th Conference is just around the corner.

Conference Chair Susan Mealer and her committee have been hard at work developing a great agenda of topics, speakers, and vendors. It is my hope that you are making plans to attend. Once again this year Startel is planning some information packed pre-conference training classes, so keep that in mind when you begin to make your travel plans.

What a great year it has been. I would like to thank Startel for allowing Randy Singh to teach 3 ACD Stats classes for us this year.

This has been a busy year for Field Engineering with the release of the CMC, DP 5.421, and Workstation 4.5, and I appreciate their willingness to stretch resources to accommodate SNUG. I also want to extend a big **thank-you** to Donna West and her crew for a wildly successful Sales and Marketing Seminar. If you weren't able to attend, I won't say anymore – I'd hate to make anyone cry. The audio portion of the program is available for purchase if you were not able to attend and want to hear what you missed. If you did attend, you know what an information packed seminar it was.

The SNUG conceived 24/7 Certification program continues to grow nationally with the addition of the TASCOM platform. CSR and Supervisor certifications are also gaining strength and encouraging the development of consistent standards and practices across our industry, and that benefits us all.

Excitement is building for the release of the SNUG Education Programs on DVD, as well as the SNUG Technical DVD currently scheduled for our Savannah conference. Your education committee has been hard at work on these programs; I think you will be pleased with the results. In fact, all the committees have put in many hours behind the scenes. At the conference you will hear the results of the Technical Committee's work with Startel on defining and explaining the ACD statistics.

The SNUG board works hard to offer the programs and services the membership wants. Planning is already underway for projects for 2005, and your input is important. Let us know what programs you would like to participate in next year. A couple of SNUG members recently told me that the money is made in billing. Do you know if you are doing all that you can in that area? Are you interested in programs to find out? What about programs to train your supervisors and agents?

Are web-based programs something you are interested in? Or are you more interested in PowerPoint programs that you can customize to the needs of your call center? Please think about not only the content, but also the delivery method that is most beneficial to your call center. And let your board know—we are here to serve you.

See you in Savannah,

Beth Cooper



Baby Alf stands in for Beth