

Comfort & Security in the Cloud

How Communications as a
Service Delivers Superior
Technology Stability and
Resiliency

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Strategic Insights

By Lori Bocklund, President, Strategic Contact, Inc.

Executive summary

Contact center technology and operations have become increasingly complex, placing greater demands on technology management to ensure stability, reliability, and resiliency. As companies struggle to have enough resources — staff with the right expertise and tools with the right capabilities — a new alternative has emerged. Cloud-based approaches can surpass premises-based solutions in a number of ways. They offer advanced, intelligent monitoring, along with dedicated support resources available 24x7. In addition, proactive yet non-disruptive ongoing management, formalized security architectures and processes, and assured business continuity/disaster recovery capabilities provide the “insurance” policies that every center needs. Interactive Intelligence offers a Communications as a Service (CaaS) solution that is uniquely positioned through its architecture and the accompanying support services to deliver on the promise of “comfort and security” that contact centers seek.

The perfect storm?

The world of contact center technology today offers richness and diversity, yet brings with it a level of complexity that challenges many resource-constrained companies. The “typical” environment leverages Voice over Internet Protocol (VoIP), distributed solutions with data center-based servers and network connections, and a high level of integration with many different applications. As it has evolved, contact center technology looks more like other technology found in those data centers. Yet it differs in the vendors and architectures, as well as the mission criticality, performance demands, and hours of availability that users require. In addition, some legacy solutions have become complex as they have “evolved,” rather than been replaced, to support investment protection. These solutions can look like cracker box houses with many additions, and can have the same sorts of jarring transitions between generations and obvious “bolt-on” characteristics. Most would prefer a solution based on a single, cohesive architectural plan.

Dealing with a complex technical environment without the right IT resources is the double whammy. Most companies lack the resource bandwidth to address the spectrum of strategic and tactical business needs. All too often, contact center technology gets neglected — both because it’s different and because of lack of resources with the specialized knowledge to plan for, acquire, apply and optimize it. As contact centers focus on day-to-day operations, strategic initiatives suffer. The typical Network Operations Center (NOC) or Operations Support area and the associated resources to monitor premises-based enterprise technology aren’t set up for or well suited to monitor contact center technology. They lack the tools, resources, processes, knowledge, experience, and focus to support the mission critical contact center and its technology. The technology is supported reactively, or on an ad hoc basis, with the hottest fires getting the most attention. Some only focus on it when things start to go really wrong (which unfortunately, in a complex environment, can happen more frequently), or when there is a disaster.

Another factor that can add to the storm is that many of these legacy systems are aging, and companies are faced with costly, complex upgrades or replacements simply to support the status quo. When budget constraints leave them waiting until vendor “end of life” or “end of support” threats, they end up moving too fast in their decision process. Driven by a short term view, they don’t take time to look at total cost of ownership, long term support relationships, architectural fit, functionality, or other factors. So a bad situation can get worse, albeit “up-to-date” from a version or release perspective.

The answer is not to jettison the technology. Centers must have up-to-date contact center technology, with appropriate infrastructure that fits with rest of the IT environment, and robust applications to meet the business needs. And it must be available ALL the time — 24x7 for mission critical environments. So for many, it’s time to consider other alternatives.

Sourcing alternatives

Most companies have a mix of premises and cloud-based solutions across the enterprise. So introducing “software as a service” or “communications as a service” is not a radical departure. Sourcing decisions are often driven by cost, speed to implement, functional needs, and agility. The trigger to consider cloud may also include limited IT resources, with lines of business trying to find a way to get something done without high demands on IT.

In the contact center, the “perfect storm” of technology complexity, resource constraints, and legacy solutions amid the high caliber business demands of a mission critical contact center can lead people to cloud sourcing for a simpler, cost effective solution with faster implementation. Importantly, this decision is — or should be — about more than the implementation and the short term view of getting something done under time pressure, with financial and resource limitations. It’s also about the ongoing use and support of the solution and the potential impact on the operation. In fact, **the view beyond implementation may be the biggest consideration in the long run to ensure your center’s success.** (See sidebar)

Look beyond implementation

As you pursue the right solution to meet your business needs, consider these critical characteristics of the provider and their support processes:

Support for issue reporting and resolution

- Hours of availability of support – not just “on call” but truly available when you need them.
- Support resources – preferably vendor employees (not contractors or outsourced) located in your country, at least during business hours.
- Support access – whether you prefer to call, email, or fill out a form, look at how you reach them at all levels (Tier 1 and escalation resources).
- Clear definitions – of priority/severity levels and associated response times.

Support for optimizing your environment

- Health checks or other routine follow up – to support ongoing solution optimization.
- Enhancements to architecture and applications – including how they approach upgrades and patches.
- Partnership – resources and commitment to ensure a strong relationship and understanding of your business.

The problems and “pain points” companies suffer with their contact center technology often result more from issues related to ongoing support and management than the initial installation and capabilities. Sure, implementations can hit bumps and delays that frustrate and threaten project success. Issues get identified and resolved, and ultimately the system cuts over, accompanied by the fanfare of project completion. But if the company and solution aren’t a good fit for the long term, brace yourself for a bumpy ride that may only end when the depreciation cycle is exhausted or things get bad enough to do it all over again.

The right approach to considering the best sourcing alternative and the best vendor and solution to meet your needs is to take your time, with both a short and long term view. You need to address the things that “keep you up at night,” whether you are in IT or a contact center leader (see Table 1, next page). In particular:

- Will our system be “always on” and providing the functionality needed?
- Can we react quickly enough to business changes that require us to be agile with our staff, routing, messages, reporting, etc.?
- Will we protect our data, and meet security and other compliance requirements (e.g., HIPAA, PCI)?
- Do we have the time and resources we need to continuously optimize our solutions’ performance?
- When something isn’t working, can we “fix” it fast enough and ensure it doesn’t happen again?
- Are we prepared for the variety of incidents and events that could impact our center and its technology like system outages, building issues, natural or human-created disasters, the next flu bug or a major volume peak?

These are questions that a hurried upgrade or selection process can’t address. Those that want a good night’s sleep will take the time to consider the alternatives that make the most sense in the short and long run.

Top Issues for IT/CC	The Contact Center Needs:
Functionality	<ul style="list-style-type: none"> • A full suite of capabilities that work together • The ability to add new functionality when needed
Scalability	<ul style="list-style-type: none"> • The ability to add – or reduce – licenses quickly, when needed
Agility	<ul style="list-style-type: none"> • Ease of use for configuration and management • Little reliance on IT or third party resources for “routine” changes
Security and Compliance	<ul style="list-style-type: none"> • Technology located in rock solid data centers • Proper policies, procedures, and data protection
Reliability and Stability	<ul style="list-style-type: none"> • Solid architectures built on proven components, well integrated • Proper levels of redundancy • Systems that failover quickly and seamlessly
Resource Shortages	<ul style="list-style-type: none"> • Easy to deploy solutions • Easy to manage solutions
Strategy and Planning	<ul style="list-style-type: none"> • Leadership in defining what’s possible and quantifying business value • Partners that work together for success
Issue Resolution	<ul style="list-style-type: none"> • Proactive, continuous attention to system health • Quick response and resolution • Root cause analysis and actions to prevent recurrence
Disaster Recovery	<ul style="list-style-type: none"> • An architecture built to recover • Ability to distribute infrastructure components • Options for staff to handle customer contacts in alternate locations
System Performance	<ul style="list-style-type: none"> • Architectures and networks that ensure accessibility, availability, responsiveness • Proactive optimization of capacity, utilization, etc.
Budget Constraints	<ul style="list-style-type: none"> • Solutions that are cost effective • Flexibility to pay only for what is used in practice • Solutions with minimal upfront capital expense • Solutions that have a low total cost of ownership

Table 1: Don’t lose sleep!

Framing critical contact center technology support and management needs

With this comprehensive, long term perspective going beyond implementation, buyers need to consider a broad spectrum of contact center technology support and management needs. Figure 1 shows the strategic and tactical activities and the demands for both proactive and reactive tasks, with a bias toward action that leads to optimized environments. It’s a tall order to get it right, and it relies on clear definition of roles and responsibilities and accountabilities for IT, vendors, and contact center leadership and support functions. While the ability to respond quickly to issues or real time business demands is paramount, this holistic view ensures that the tactical does not swamp the strategic. The center and its technology can continue to evolve and be optimized to serve the business needs for efficiency and availability while also ensuring the customer experience meets — or exceeds — expectations.



Figure 1: Technology support and management considerations

A combination of people, processes, and technology work to ensure effective support and management of contact center technology. To proactively address those “keep you up at night” issues mentioned above, companies need to look at not just their technology replacement needs, but the resources they have, and need, to fulfill these roles. And they have to honestly assess their abilities to effectively conduct the tasks identified in Figure 1 by using existing processes or developing new ones. Many companies lack experience in these areas, and they need to consider alternatives to build or acquire that experience through inside or outside resources.

Companies are finding the cloud model is an effective alternative that has advantages they can leverage to better address pain points and navigate to smoother waters. Top vendors deliver expert resources, clearly defined and tuned processes, and best-in-class support and management tools to accompany their robust technology capabilities.

Technology advantages of the cloud

Vendors that take cloud-based solution offerings seriously will deliver support, management, business continuity, and disaster recovery advantages through their architectures. It all starts with geographic diversity using multiple data centers. This doesn't mean one center in the city and another in the suburbs. It means centers operating off separate power grids, with totally independent network connectivity. It means centers that can't be impacted by the same storm or earthquake. And it means centers with mirror images of all your mission critical applications, along with the ability to failover when needed without impacting you or your customer interactions.

Another advantage the best will offer is top flight monitoring and testing tools. These tools will be used for proactive, routine tasks to prevent issues, as well as troubleshooting and quick resolution when issues occur. These vendors will keep their platforms up-to-date with the latest versions and releases of software (unlike the typical premises scenario where upgrades don't get funded or fit into busy IT schedules, resulting in out-of-date or out of support solutions). The technology they put in place for all customers must meet requirements for redundancy, resiliency, security, etc. So, you are not alone, and they have the economies of scale to do it right.

People and process advantages of the cloud

Building on these architectural and technological advantages, a good cloud-based solution provider will have the accompanying people and processes. It starts with a 24x7 Network Operations Center (NOC). This center ensures "eyes on glass" for all key elements of the solution. The resources looking at the technology

Neither wind nor rain nor sleet nor snow...

Business Continuity and Disaster Recovery are perpetual challenges for most centers. You know you should have a good BC/DR architecture, solid plans that you routinely test and update, and be ready at a moment's notice to put them into action. However, few achieve this elusive goal. It seems there is always something more pressing to steal resources away, and the "return on investment" is hard to justify. But you need not fear the evils of nature, technology, and humanity: The cloud can be your "built-in" BC/DR solution.

Event impacting your building? Power outage? Flu bug? Any reason your center is not the place your agents can be, no problem. A cloud-based solution provides technology that is accessible wherever you can offer agents. They may work from home or an alternate site, or you may invoke an "all hands on deck" policy and route calls to other locations where help quickly logs in. If your fear is more about system elements failing than facility issues, no problem. Cloud providers must build resiliency into their offerings so they've got it covered. Telecommunications issues? No problem. The cloud vendor will route around it using their network or yours. Even unexpected peak volumes are no problem. You can add more agents quickly, wherever they may sit. As for that part about testing and updating the BC/DR plans, again, the cloud vendor will have this responsibility for your contact center technology.

So if you've been staring at that BC/DR line item on your "to do" list for a long time, consider the advantages of moving to the cloud to check that item off the list.

health are specialists in contact center technology, not generalist “help desk” resources who simply capture an issue for routing to a specialist. In a cloud environment, the resources managing and monitoring are product experts, dedicated to effective delivery and support.

In some cases, the people providing support may even have proximity to those who design, build, configure, implement, and test the solution. Figure 2 shows the spectrum of possibilities in cloud-based solutions, from using a third-party product but working on it every day, to a modified or customized product, to a combined product (collection of third-party products), to developing and supporting the solution (the Interactive Intelligence model). While there are variations in how intimate the support group is with the product, the baseline is dedicated, focused resources and processes.

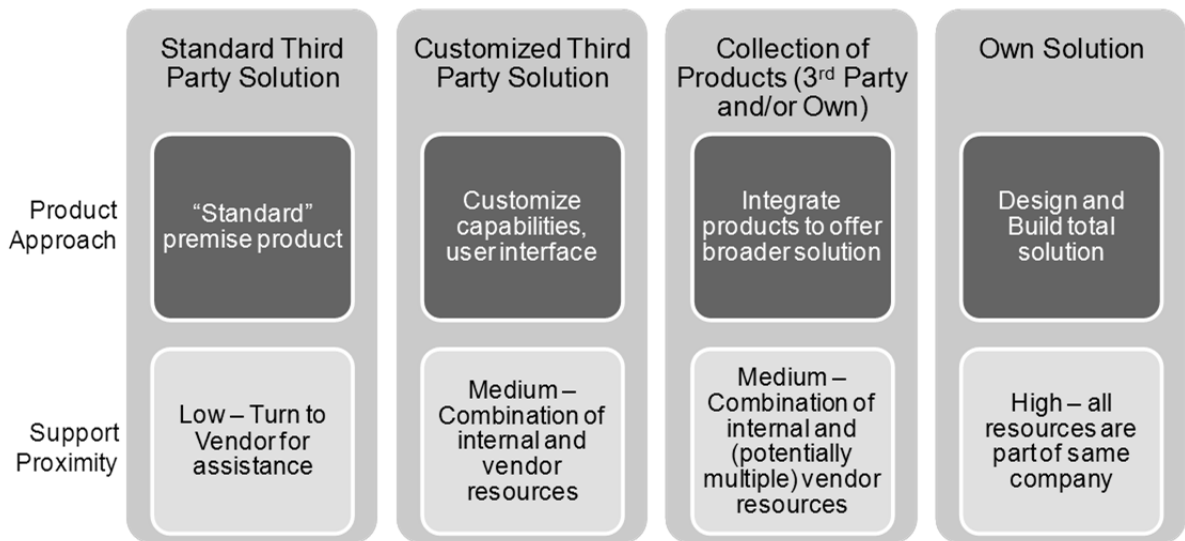


Figure 2: Cloud-based solution spectrum

Cloud-based vendors deliver well defined, standardized processes for the variety of contact center technology support and management tasks outlined in Figure 1, and people dedicated to these routine tasks. Consider patching and upgrades as an example — often a source of stress and distress with premises-based solutions. The vendor handles these patches and upgrades routinely. They provide expertise and execution, including testing to make sure it’s done right with no impact on users. A good partner ensures the timing that is right for you, working around your hours of operation and busy or peak season. Yet they won’t leave you behind, proactively managing the relationship to ensure such tasks get done without introducing unnecessary risk to your operations.

Another example is the standard processes for problem reporting and resolution, and resources dedicated to and accountable for results. With well-defined categories for types of issues and Service Level Agreements (SLAs) that define what gets done, by whom, and how fast, you can rest assured that the impact will be minimized when something goes wrong. A vendor willing to stand behind their solution will make contractual commitment to SLAs, and perhaps even agree to penalties if those SLAs are not met. Few can arrange such accountability from their IT department or premises-based vendor.

Contact Center Technology Support/Management Activity	Advantages of the Cloud
New Business Need - e.g., new product/service, project <ul style="list-style-type: none"> Including planning, implementation, testing, etc. 	<ul style="list-style-type: none"> Faster to achieve business goals Minimizes demands on constrained IT More responsibility and control with the business user Lower cost
Day-to-Day actions – Technology-driven <ul style="list-style-type: none"> Upgrades/patches and other maintenance, including backups Emergency actions (non-trouble ticket) 	<ul style="list-style-type: none"> Vendor responsible for upgrade and maintenance, with limited involvement from IT or business Dedicated resources and routine processes ensure stay up-to-date without impacting operations Proactive monitoring minimizes emergency actions Best-in-class tools and dedicated, experienced resources ensure fast emergency resolution
Day-to-Day actions – Business-driven <ul style="list-style-type: none"> Ad hoc changes Routine changes Emergency actions (e.g., center closing) 	<ul style="list-style-type: none"> More control in the hands of the business Vendor contractual SLAs ensure timely response Experienced, dedicated resources handle requests quickly and effectively “Log in anywhere” facilitates response to internal emergencies
Issue Reporting and Resolution <ul style="list-style-type: none"> Customer and/or center impacting Non urgent 	<ul style="list-style-type: none"> Best-in-class testing and monitoring tools, and dedicated, experienced resolution resources Vendor contractual SLAs ensure timely response Proactive monitoring and testing minimize center- and customer-impacting issues
Root Cause Analysis and Optimization <ul style="list-style-type: none"> Using incident analysis, monitoring and testing to prevent recurrence 	<ul style="list-style-type: none"> Trending and analysis based on all clients, delivering broader benefits Best-in-class monitoring and testing tools and procedures ensure ongoing adherence to identified resolutions
Proactive Optimization <ul style="list-style-type: none"> Using testing and monitoring results to identify changes needed 	<ul style="list-style-type: none"> Cloud vendor business success relies on effective optimization Best-in-class testing and monitoring tools used by experienced, dedicated resources with accountability for improvement yields results
Testing <ul style="list-style-type: none"> Performance (load, BC/DR, etc.) Functional (SIT, UAT, etc.) 	<ul style="list-style-type: none"> Best-in-class testing tools with dedicated, experienced resources accountable for results Vendor responsible for load testing to ensure adequate capacity (no involvement from IT) Internal testing is limited to specific business use of technology
Monitoring <ul style="list-style-type: none"> Real-time and Historical trends Detect and prevent issues Proactive monitoring (e.g., health checks), and reactive monitoring for issue resolution 	<ul style="list-style-type: none"> Best-in-class monitoring tools with dedicated, experienced resources accountable for results Cloud vendor business success relies on effective monitoring Trending and analysis is based on all clients, delivering broader benefits
Business Continuity/Disaster Recovery <ul style="list-style-type: none"> Facilities, technology, or people impact 	<ul style="list-style-type: none"> Continuity is intrinsic to a cloud vendor solution with multiple data centers and resilient architecture Redundant data and voice networks minimize disruption No location constraints for internal recovery
Security <ul style="list-style-type: none"> Data security Compliance 	<ul style="list-style-type: none"> Cloud vendor business success relies on effective security services Broad client base means they are ready to address variety of security and compliance issues (e.g., HIPAA, PCI, PHI, PII, etc.)

Table 2: Advantages of the cloud for technology support and management

Navigate to calm seas with the right partner

There are many reasons to look at the cloud as a viable sourcing strategy, and contact center technology support and management is a primary driver. Table 2 on the previous page summarizes the advantages of a cloud-based approach across the spectrum of responsibilities prudent buyers will consider as they look past implementation to ongoing use. Getting to calm waters is not just about doing something fast, without capital or high IT demands. It's about putting solutions in place that are reliable, stable, resilient and safe. It's about having a trusted vendor partner that provides monitoring and management of that solution, exceeding what you can achieve in-house.

As you choose your cloud-based solution and provider, look for the characteristics that differentiate solutions and their providers:

- **Contact center market presence, leadership, longevity and performance:** Seek a leader in architecture, functionality, services, and solution offerings. The right fit will also be a “tried and true” player that ensures you won't risk changes in ownership, financing, or stability.
- **Level of control and influence over solution and innovation:** Did they buy it or build it? Is it bolted together and added on, modified or massaged, or is it built from the ground up to offer a cohesive and comprehensive solution? And finally, do they have a vision that they execute, and a history of success in delivering the “next thing” that contact centers need to serve their customers in excellence?
- **Options for deployment and support:** Work across the business and IT to ensure the deployment architecture meets your business needs, considering factors such as reliability, accessibility, security, business continuity, and disaster recovery. Top vendors view these as “table stakes” to the cloud-based solution game. And consider whether you might eventually want to migrate to a premises-based solution.
- **Level of control to run your business effectively:** Make sure the users can take advantage of the solution offerings through application to their unique business needs.
- **Integration approach:** Consider the vendor's approach to integration across contact center technology specific tools such as routing, reporting, IVR, performance management, CTI, and with other business systems and applications including CRM and KM.
- **Monitoring:** Understand the tools the vendor uses, what they capture, report and deliver. Ask what visibility you have into the operation and management of YOUR platform.
- **Business continuity/disaster recovery:** Probe the architecture for failover, time to switchover, how they handle planned outages for upgrades, and how they handle unplanned/emergency downtime. These fundamental processes will reveal how serious the vendor is about ensuring your success.
- **Service levels:** Seek definitions of event types, commitment to respond to and resolve issues (and escalate when necessary), the resources invoked and the contractual commitments they'll make. The willingness to put some substance to their statements may give you the assurance you need.
- **Data ownership, security, compliance:** If this is an area of concern for you, probe how the architecture protects YOUR system and data, certifications, etc. This is an area to seek specifics, not generalizations.

The bottom line: It's about the **tools, resources, and processes** for effective support and management of YOUR cloud solution. You're a CUSTOMER with unique and important needs. Find a partner who will bring a wealth of experience and technology with proven approaches, but will also work with you to deliver the solution to suit your business.

Table 1 can serve as a starting checklist as you consider the elements that will drive your selection decisions. The "Customer Insights" section of this paper provides some additional perspective from Interactive Intelligence and its Communications as a Service (CaaS) customers, in the context of trust which is critical to your success, and your sleep.

Make your case for the cloud

The cloud helps you optimize contact center technology support and management, security, and business continuity/disaster recovery. Emphasize these advantages in making your case for the cloud:

People

- Experience, knowledge, focus
- Availability
- Economies of scale

Processes

- Comprehensive well defined
- Accountable
- Proactive

Technology

- Stability/Reliability/Resiliency built in
- Security built in, with options to meet your compliance needs
- Robust and routine monitoring and alerting, tracking, trending

Customer Insights

By Jason Alley, Solutions Marketing, Interactive Intelligence

Who will you trust?

Strategic Contact's analysis is a significant and important piece for our industry. For reasons stated, many companies investing in new contact center solutions will be moving to the cloud over the next several years. That move should be accompanied by some careful due diligence. You are willingly putting the lifeline of your business — your customer interactions and revenue stream — in the hands of a third-party organization. While it's absolutely the right choice for many, it's also a very big one! So the real question is, "Who will you trust?"

Trust elements

Customers tell us there are four primary elements of trust they look for in a cloud-based contact center solution: security, reliability, stability and experience. Security is without a doubt the greatest concern. It's interesting to note there are other factors that impact one's level of trust as well.



Evaluating trust

Let's first take a closer look at the trust element of **security**. An important starting point for many is to validate that other companies with similar or more stringent security requirements are subscribing to the service and having their security needs met. Reference calls early in the process help avoid wasting time evaluating providers that are not able to show they are doing so. Once qualified, the customer's security team usually wants to sit down with the provider to go deeper, in multiple areas — physical security, network security, system security, application security, data security, procedures and certifications, and requirements specific to the business. As these interactions take place, it often becomes clear how well aligned the two companies are and how credible the provider is from a security standpoint. Also revealed is that some providers are more flexible than others in terms of their ability to meet a company's specific security requirements. It is through these detailed discussions that the nuances of each service provider's approach to security are understood.

What about the trust element of **reliability**? Like with security, customers want to know others with similar or more stringent uptime requirements, as well as contact types, volumes, and patterns are having success with the service. A healthcare provider with thousands of agents, multiple locations, high peak volumes and seasonality wants to know other healthcare providers with similar characteristics find the service reliable. And they want to hear it directly from existing users — both business and IT — rather than marketing material. Customers also want to know the platform the service is based on is reliable and proven in the marketplace — powering thousands of contact centers and hundreds of thousands of agents and business users. Once a certain level of assurance is received, the internal IT team typically asks to sit down with the provider's operations team to gain a better understanding of solution architecture, relevant processes, service level agreements (SLAs) and the people that impact solution reliability. Reliability is another area significant due diligence is required to gain a full understanding of what each provider is able to deliver. Companies often find providers differ in this area and that some offer a greater level of assurance than others and are more flexible in terms of optimizing the balance between uptime and cost to deliver the desired value set. Finally, customers look for providers that will stand behind their statements and contractually commit to the level of reliability they say they will provide.

Next let's look at the trust element of **stability**. There are close to a hundred different cloud-based contact center solutions in the market today, and that number is growing. While that's kind of cool, it also presents a dilemma for customers — they have to figure out which service providers and solutions will be around in the next 3-5-7 years, after the market shakes out, in order to make a sound investment decision today. While the idea of turning services on and off in the cloud is appealing in theory, those who understand the contact center realize significant investment in time and energy is required to change service providers. Thus, contact centers want to make sure they get it right the first time. They typically ask questions such as:

- Is the provider a public company?
- Has the company consistently performed financially?
- How is the provider's cloud business growing compared to the market as a whole?
- Is the contact center core to the company's business?
- Does the provider control (own, develop and maintain) the software the service is based on?
- What do leading analyst firms have to say about the company?
- Has Gartner placed the provider in the leader's quadrant for the contact center?
- Is the company's management team stable and do they have a strong track record of success?

These are all important questions that, when answered, help customers understand the level of stability they can expect in order to make a sound investment decision. Interestingly, another factor that can play into the stability factor is how aligned the service provider is with the company culturally and what kind of track record they have partnering with their customers. Customers need to know the people they are trusting to provide and run their contact center technology will be a good fit for the long haul. In fact, most companies are looking to develop a tight partnership with a cloud service provider rather than enter into a typical vendor/supplier relationship.

Finally, let's explore the trust element of **experience**. One of the greatest values customers see in cloud investments is access to experienced resources in a timely fashion. This translates into doing things previously not possible, increased agility and with the right team and approach, turning customer care into a competitive weapon. So what do customers say they look for in this regard? First, they want access to a broad set of experts that can educate them on multiple fronts such as: multichannel, outbound, workforce optimization, self-service, unified communications, social media and mobility. In addition, customers are looking for substance and depth across each discipline and all lines of business. Finally, they want to leverage best practices and learnings from the extensive real-world experience providers bring, having turned up thousands of contact centers of all sizes, types, industries and locations around the world.

Reflections

When you think about it, it makes total sense that those moving their contact center to the cloud consider security, reliability, stability and experience collectively when evaluating their level of trust in a solution and provider. At the end of the day, they are deciding who they will trust with the lifeline and future of their business — their customer interactions and associated revenue streams.

If this is a journey you are about to embark on, I encourage you to take Strategic Contact's advice and set aside time to do your due diligence to make the right decision for the long haul. Get to know the people, processes and technology you're investing in — and get to know them well. It's also not a bad idea to consider enlisting the help of a consultant. Consultants can bring multiple departments together in a productive way and infuse valuable subject matter expertise to help you develop a sound plan and make sure you get the level of security, reliability, stability and experience you need. The collective goal is to find a provider who will care as much about the success and welfare of your business as you do. The reward will be a partnership that will empower the business, free IT to tackle more strategic imperatives and help you and your team sleep better at night.



Strategic Contact, Inc.

Strategic Contact is an independent consulting firm that helps companies optimize the value of their customer contact technology and operations. Strategic Contact helps companies develop and execute plans tied to business goals, conduct assessments and build roadmaps, develop technology requirements, select appropriate solutions, and manage projects to successful implementation.



INTERACTIVE INTELLIGENCE

Deliberately Innovative

Interactive Intelligence, Inc.

Interactive Intelligence Inc. (Nasdaq: ININ) is a global provider of unified business communications solutions for contact center automation, enterprise IP telephony, and business process automation.

The company has developed an all-in-one IP communications software suite that's scalable and standards-based, offering single-platform architecture with inherent multichannel processing to deliver comprehensive applications minus the cost and complexity introduced by multipoint products.

Founded in 1994 and backed by more than 4,500 customers worldwide, Interactive Intelligence is an experienced leader delivering a comprehensive solution-set composed of premises-based and on-demand Communications as a Service (CaaS) offerings, including software, hardware, consulting, support, education and implementation.

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