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ATLANTIC COMMUNICATIONS GROUP

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CALL CENTER PROFILE

CALL CENTER FEATURES

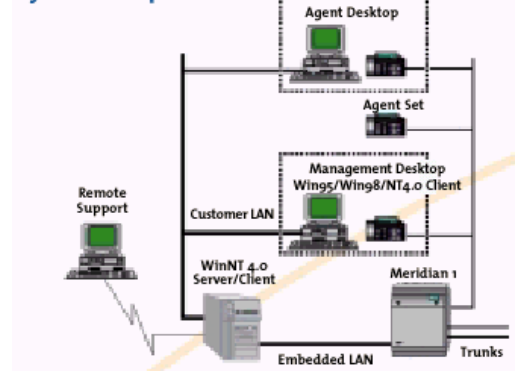
- EASY TO USE
- SKILL-BASED CALL ROUTING CAPABILITY
- CALL TREATMENT OPTIONS
- INTEGRATED REAL-TIME DISPLAYS
- COMPREHENSIVE MANAGEMENT REPORTS
- COMPUTER TELEPHONY INTEGRATION (CTI)
- FLEXIBILITY TO GROW
- NETWORK CALL ROUTING

INTRODUCTION

The purpose of this document is to provide our customers with a concise understanding of Canadian Call Center methods and the associated technologies available to Telecommunication Carriers in other jurisdictions. Technology acquisitions are no longer simple decisions and neither are communications systems. No longer are EPABX systems to be judged as overhead items. They are high technology platforms that drive surprisingly high margin net incomes and greatly enhance customer satisfaction. Until recently, telecommunications management was relatively simple. With only one vendor in the marketplace, and with only a few products available, there were few decisions to be made. Telecommunications used to mean telephone and perhaps telex. Today it means voice, data, facsimile, electronic mail, videoconferencing access to databases and much more.

In the last fifteen years the telecommunications industry has experienced a dramatic period of change. Deregulation and innovative technological advances have changed the way the world does business. The

System Setup



economies of the world have gone global and so have the ways in which we communicate and conduct our day-to-day business operations. In recent years, many businesses have learned how to become more productive and efficient by incorporating Call Centers and telecommunication's technology into their structural operations. Call Centers with the help of modern telecommunication's technology have become a way of outsourcing very integral pieces of modern business practices. Customer service, marketing, scheduling, collections, dispatching and canvassing can all be done from a Call Center in a highly organized, structured and cost effective environment.



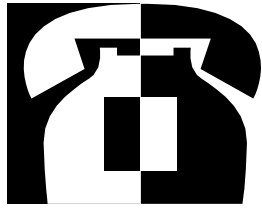
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CALL CENTER PROFILE

Atlantic Communications Group is a Provincially Incorporated Business with Head Offices in Moncton, New Brunswick. Atlantic Communications Group was established on May 15, 1982, and Incorporated shortly thereafter on June 14, 1982. Atlantic Communications Group provides consulting services in the reduction of telephone expense, improved equipment usage, and expanded telecommunication technology. ACG LTD provides a variety of telecom services from technical installation to developing marketing strategies for new service providers. ACG LTD has a mandate to pursue Caribbean opportunities with key competencies in network planning, design and installation as well as turnkey project management and internetworking.

The age of telecommunications has come on us so rapidly that very few organizations are prepared to meet today's challenges, let alone those coming tomorrow. Often, the pressure of day-to-day work makes it difficult for a manager to undertake important projects such as reor-



ganization or major moves. Atlantic Communications Group can take on such assignments, ensuring that experienced people do the work on time, without causing a crisis in your organization.

Atlantic Communications Group is owned by experienced shareholder employees who combine a quarter century of telecommunication expertise to provide the end-user with a carefully balanced, properly installed telecommunication system. Before any consulting assignment begins, Atlantic Communications Group seeks to determine in as much detail as possible, the nature and scope of the project, enabling us to prepare a work plan and to ensure that the client and ACG LTD have a common understanding of the work to be done.

The province of New Brunswick

THE COMPANY

from which the Atlantic Communications Group is based, has worked aggressively with the private sector in developing its resources towards Call Centers and the communication's industry. The province and its government have both reaped the economical and political rewards in developing these new-age practices. At the same time they have attracted world attention. As the communication's industry flourished, it began to attract

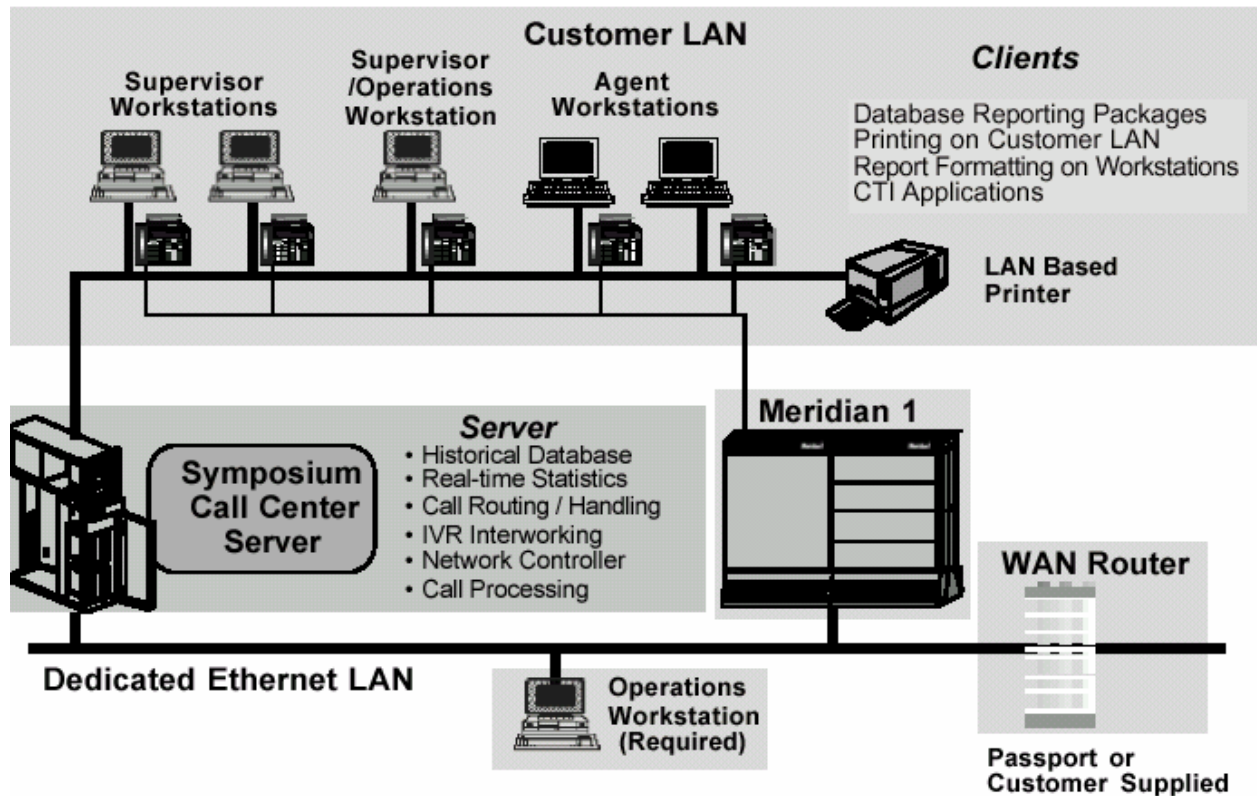
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TELECOMMUNICATION SYSTEMS**

large corporations to New Brunswick. Customer service, Call Centers for large corporations such as: The Royal Bank of Canada, General Electric, United Postal Service and Purolator have established Call Centers successfully within the province.



CALL CENTER PROFILE

WHAT IS A CALL CENTER?



When several people answer similar types of telephone calls at an order desk or reservations office in a customer service department or technical support center, there is an opportunity to implement a Call Center. Call centers have changed dramatically over the last few years. Once an environment designed to process telephone calls, call centers have evolved to become customer contact centers, processing all types of media transactions. The call center is now seen as the core of a business due to its critical role in maximiz-

ing customer satisfaction, while at the same time realizing efficiency. Its integral parts consist of:

- **Representatives who handle customer satisfactions (also called agents)**
- **Management personnel**
- **Technology to distribute calls to the appropriate representatives and, typically, an online system to record caller requests and inquires, and look up information.**

A Call Center may be found within a department in a company or it may be the single business unit that comprises a

company. Regardless of the size of the Call Center, the objectives of Call Center management remain consistent:

- To deliver caller satisfaction through prompt, professional call handling
 - To control costs by using facilities more efficiently
 - To help staff work more productively
 - To increase profitability
- Whether callers are purchasing products, requesting service or seeking information, the Call Center must be equipped with technology that delivers the timely service they expect.



CALL CENTER PROFILE

CALL CENTER TECHNOLOGY

Call Centers require technology that is high performance, integrated, open and client-server oriented to facilitate the increasingly important role they play in business. Frequently, the Call Center is the only point of contact a company has with its customers; therefore, technology to enhance customer relationships is of utmost importance to Call Center management.

Management's challenge is to find an ideal balance between staffing priorities and budget controls to deliver optimal customer service. Implementing technology such as computer telephony integration (CTI) and client-server computing, and applying emphasis on call routing applications and agent empowerment are key components to ensuring each caller is served quickly and efficiently.

Integrating the routing and processing of incoming calls and accompanying data creates the ability to satisfy as many of a caller's needs as possible during

initial contact with the Call Center. This combination of technology and business procedures to enhance customer satisfaction is a driving factor in the competitive world of Call Centers.

Client-server computing empowers Call Centers to leverage their technology investments. This architecture spreads computing tasks among available agents to make the best use of all the resources within a Call Center. With client-server computing, information is immediately available.

Call Center agents require tools to increase their proficiency in managing the volume of calls they take each day. The goal of agent empowerment is to provide solutions to enhance customer service and increase productivity while providing a distinct advantage within the highly competitive Call Center environment. With caller information available to an agent when a call arrives, a more efficient transaction can take place. The result is

better communication between the customer and the agent.

A Call Center must be designed to provide a call center solution for varied and changing business requirements by offering a suite of applications that includes call processing and agent handling, management and reporting, and third-party application interfaces. The architecture of the Call Center must be based on a client-server configuration that distributes call routing and management capabilities among agents to make the best use of system resources.

The Call Center should consist of three key components: telephony, server and client. The telephony component includes the PBX and its telephones. The server component is comprised of the call center server, the co-resident client and the network. The client component is made up of the customer's LAN and supervisors' workstations, which can be optional.

ESSENTIAL CALL CENTER FEATURES

Whether you manage an employee help desk, a customer assistance line or a telephone sales operation, a Call Center

must provide powerful customer care solutions and immediate benefits for the business. Building on the power of customer

care solutions, a Call Center must be able to offer certain essential Features:



CALL CENTER PROFILE

1. - EASY TO USE

Symposium Express Call Center offers a user-friendly customer care center management interface. Running on a Windows 95/98 or Windows NT 4.0 client, a Wizard-driven, point-and-click interface is provided to make it easy for you to manage your Call Center. Online help and tutorials are also provided. For organizations with multiple call center locations, the architecture of the Call Center Server must facilitate the linking of multiple sites to function as one seamless call center.

The Symposium Call Center

Server is designed with open interfaces that allow for the interworking of many third-party applications and the development of customized applications. This furnishes call centers with the ability to integrate industry standard applications for the greatest choice and flexibility possible. There are four types of information to which access is provided: historical data, real-time data, host data exchange and call control events. **Historical data** can be accessed by programs that use ODBC and SQL database

query standards. Information can be combined with the data from other open databases to create unique report fields. For example, a call center manager may need to determine the revenue per call, where the revenue figure resides in a customer host database and the number of calls residing in the Symposium Call Center Server database. The Symposium Call Center Server's open interface capabilities allow the call center manager to combine the data from different databases to provide the required information.

2.- CALL TREATMENT OPTIONS

Multiple call treatment options enable you to offer different services based on business hour, announcements and interflow handling to cover all of your callers' unique requirements. Call interflow functionality enables you to handle callers in a timely manner, consistent with your service level goals. Nortel Networks' Symposium Call Center Server offers flexible call handling that defines how calls are routed and treated on an individual call basis. Call routing can be defined as:

- Routing callers to specific destinations (agents, non-call-center employees or other applications)
- Queuing callers to specific

or multiple skillsets

- Queuing callers to specific agents
- Queuing callers to other call center destinations

Caller treatment can be defined as:

- Providing callers with voice menu options
- Providing callers with the option to access automated information
- Providing callers with their expected wait time or position in queue
- Providing callers with specific music treatments.

Calls presented to the PBX and determined to be "call center" calls are handled using instruc-

tions contained within call scripts, which reside on the Symposium Call Center Server. Call scripts are tailor-made call center applications that contain call routing and treatment instructions to define the handling of individual calls. This set of user-friendly commands can be combined to create various call routing schemes and treatments unique to the requirements of the call center. Call scripts can be as simple or sophisticated as the application requires and are not limited to a specific number of steps.

Call Routing when an incoming call is presented to the PBX, a determination is made as to



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whether or not it is a call requiring "call center" assistance. This determination can be made in many ways such as the number the caller dialed (DNIS), the trunk group the caller came in on, and a choice made by the caller within an automated attendant application, etc. Calls that do require "call center" assistance are then routed, logically, to the Symposium Call Center Server through the use of Control Directory Numbers (CDNs). A CDN is a number that is configured in the PBX as the entry point for all calls into the Symposium Call Center Server.

One or multiple CDNs can be

configured that provide for additional robustness within the call center, offering defined backup parameters. Such parameters include a default agent group (ACD DN), music treatment and recorded announcements. These definitions are available in a backup scenario if the Symposium Call Center Server were to be out of service, or the link between the Meridian 1 and the Server was down. Otherwise, call processing is accomplished using the Symposium Call Center Server and the powerful, flexible scripting tool.

Multiple Call Treatment Classes

Different activities within a Call Center are likely to require different configurations; for example, the sales desk may operate normal business hours whereas the customer service group would operate extended business hours. Symposium Express Call Center allows 20 treatment classes to be configured, each with a unique set of treatments supporting the following:

- **Days of Business**
- **Hours of Business**
- **Announcements**
- **After-Hours Treatment**
- **Holidays**
- **Call Interflow**

3.- SKILL-BASED CALL ROUTING CAPABILITY

Skill-based call routing enables your customer calls to be routed directly to the agent best qualified to help. A number of skillsets are defined based on caller requirements; agents are then assigned to skillsets based upon their expertise. Calls are then routed directly to the most suitable agent based on the caller's own number (CLID) or the Call Center number dialed (DNIS). Callers can also select from voice mail or Interactive Voice Response (IVR) menus to direct themselves to the desired skillset.

Skill-Based Routing

Skillsets are the basic unit used by Skill-Based Routing (SBR) in

all call routing commands and in assignment to agents. The skillset name identifies a skillset and is used in agent and script configuration. The skillset name is unique across all skillset names.

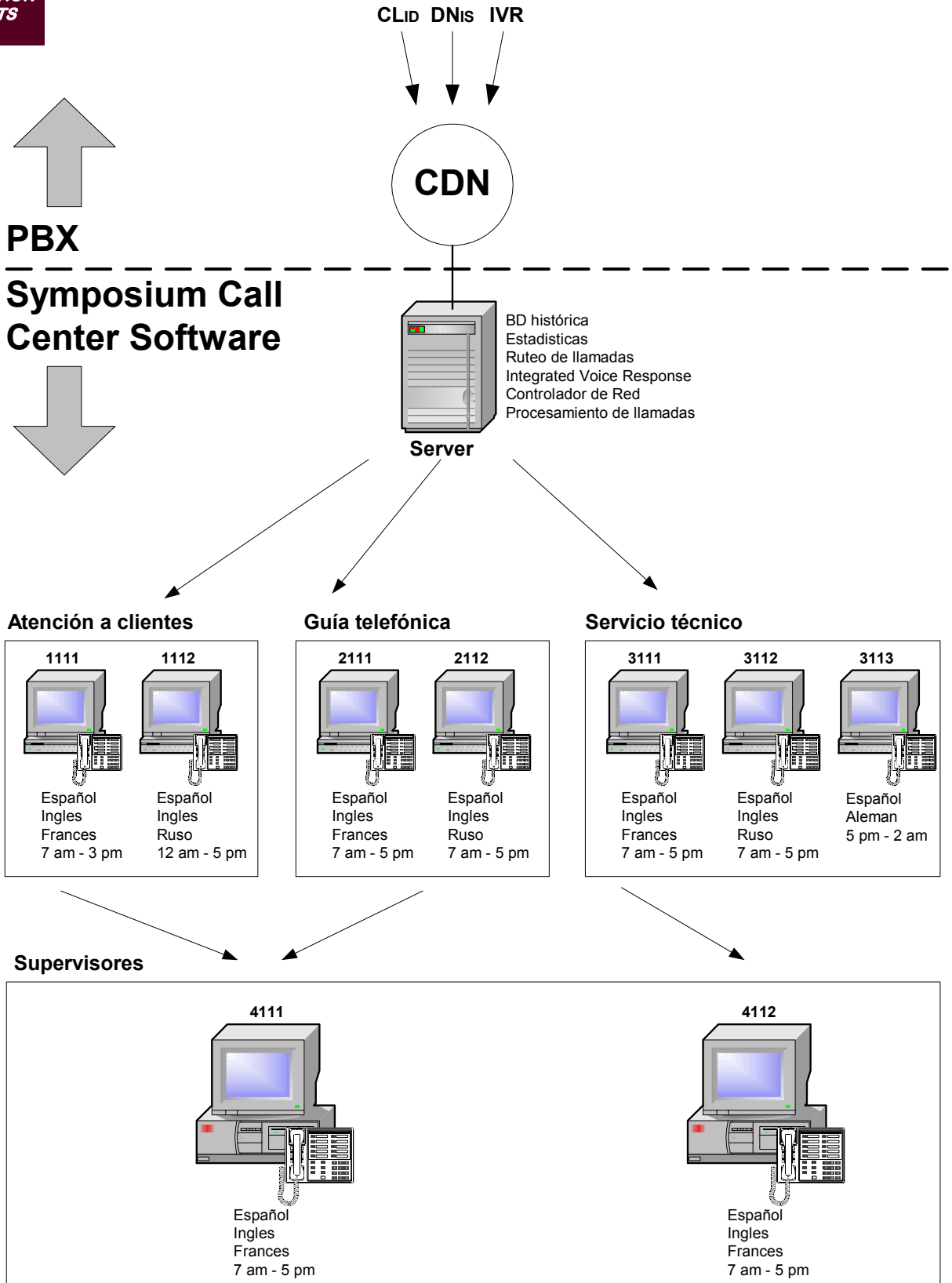
Call Processing

The Call Center must offer flexible call routing to define how calls are handled and treated on an individual call basis. When a Call Center call is presented to the PBX, the treatment that is given to the caller is determined by instructions contained in call scripts. When the PBX receives an incoming Call Center call, the Call Center screens the call based on network information such as Dialed Number Identifi-

cation Service (DNIS), Calling Line Identification (CLID) or Controlled Directory Number (CDN) to determine the specific call routing. Additionally, items such as time of day, day of week, day of year or Call Center activity might determine how the call is handled. For example, a group of high-profile customers may be given a specific telephone number for customer service (a specified DNIS). These callers can be routed with high priority to agents with the skills necessary to service them. However, if the specially trained agents are busy, a secondary group of agents would serve as backup answering positions for these callers.



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4. - INTEGRATED REAL-TIME DISPLAYS

Symposium Express Call Center provides integrated real-time displays highlighting agent, skill-set and Call Center summary information. A real-time data interface enables you to integrate your customer care center's real-time information onto your wallboards and your agents' and supervisors' PCs using Nortel Networks Graphical Real-Time Display software or Simon View agent statistics. **Real-time data**

can be utilized by Workforce Management programs to ensure that agents adhere to pre-determined schedules. Real-time data can also be used by visual messaging and alerting applications like wallboards. Symposium Call Center Server utilizes **Host data exchange** and **call control events** to influence the routing, queuing and presentation of calls to agents. This provides the ability to ac-

cess vital information such as the language preference of the caller, the last agent the caller has spoken with or the caller's payment history – information that can assist in routing and treating the caller appropriately. Nortel Networks' Symposium Call Center Server provides call centers with increased operational efficiency and the ability to customize and provide exceptional customer care to callers.

5. - COMPREHENSIVE MANAGEMENT REPORTS

Select from a comprehensive list of standard reports or create your own reports using standard report writers (ODBC/SQL com-

pliant). Schedule your reports at a time that suits you best. Export your reports in HTML, Microsoft Word and Excel or a wide vari-

ety of other formats for easy management. Symposium Express Call Center users can schedule and define reports.

6. - COMPUTER TELEPHONY INTEGRATION (CTI)

Meridian Link* Services is available with Symposium Express Call Center, facilitating the integration of computer applications and the Meridian 1* system. This will enable you to provide screen pops and desktop telephony capabilities to your agents by using agent productivity tools such as Symposium Agent. Success in the call center depends on getting information to the people who need it. In order for call centers to stay competitive in a dynamic environment, computers and communications systems must be integrated with advanced applications. The Symposium Call Center Server's

integration capabilities include the ability to integrate with voice processing systems and computer applications.

- **Voice Messaging and Interactive Voice Response**
- **Broadcast Announcement**
- **Voice Menus**
- **Voice Messaging**
- **Hold in Queue**
- **Fax Interworking**
- **Interactive Voice Response**
- **Computer Application Integration**
- **Computer telephony integration**
- **Client-Server Integration**

- **Outbound Dialing Integration**

- **Internet Integration**

The Symposium Call Center Server is an ideal platform for integrating the Internet with the call center, as it has been developed with open and standard interfaces. The Symposium Web Response Server utilizes these interfaces to integrate Web and electronic transactions with traditional voice calls. The Symposium Web Response Server offers a suite of Web applications including:

- Callbacks to customers on the World Wide Web (WWW)

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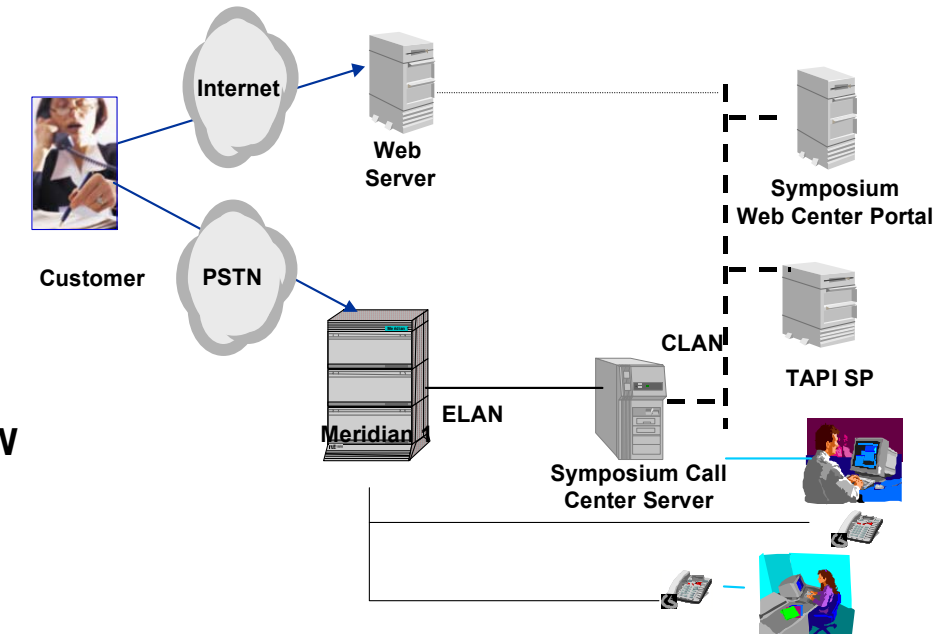
- E-mail responses from the call center to customer inquiries originating on the WWW
- Voice access to the call center over Internet Protocol (IP) networks
- Simultaneous voice and browser collaboration
- Real-time displays and historical reports in HTML format

7. - FLEXIBILITY TO GROW

Symposium Express Call Center is scalable and flexible, handling up to 150 active agents. An upgrade path to Symposium Call Center Server allows you to easily expand your Call Center as your business grows.

8.- NETWORK CALL ROUTING

For organizations with multiple call center locations, the architecture of the Call Center Server must facilitate the linking of multiple sites to function as one seamless call center. Many call centers have geographically



dispersed locations or wish to decentralize a large call center while appearing as one seamless organization to their callers. The solution for these complex applications is to create

the “virtual call center.” This virtualization allows calls and agents to be distributed and managed across multiple sites with the same efficiencies as if they were all located at a single site.

APPLICATIONS

Call Centers provide the demographic data that will help marketing by solidifying and improving position and performance in current priority markets. This in turn helps significantly when expanding into new markets. The Cuban tourism industry is currently positioned to innovate with new products, a new creative

look and new foreign partnerships. Call Centers help gather the statistical information required for accomplishing these tasks and overall goals. Call Center databases also help with the development of new geographical and niche market areas and the maximizing of all other tourism market channels.

Call Centers provide the statistical data for product development for commercial enterprises by establishing time frames in which to release new products into the market as well as limiting the expense of testing new products and services. They help



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gather data on how to improve and expand on existing infrastructures, while identifying serious deficiencies or overlooked products that need to be implemented into the market immediately.

Financial and Banking Sectors utilize Call Centers for Customer

Service applications. Call Centers allow for improved customer service at every level from the initial inquiry to the actual service delivery. Consumers gain confidence in the service in question if they know that, should they have a question, their answer is only a phone call away. Call Centers are used as a strategic tool in an industry

that is one hundred percent market driven. Call Centers are an investment in research and development. They allow a company to become intimate with research outputs. They allow Banks to theoretically respond and implement in both the short and long term as to what the customer wants as an end user.