



Building A World-Class Customer Service & Support Center

Strategies In Creating A Successful Customer Service Center
A Business White Paper

Original Release
July 2001



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Building A World-Class Service & Support Center

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Building A World Class Customer Service & Support Solution

When businesses were asked about issues surrounding both internal and external customer support, their overall concerns matched in three areas: 1) a lack of control over the calls that entered their systems and ways to track resolution; 2) decentralized communication between technicians, customers and managers and; 3) the inability to report the number and type of calls entered.

Do any of these questions sound familiar?

- How do I start building a *world-class* customer service center?
- How do I take our existing service center to the next level and what does the next level look like?
- How do I ensure the service center can keep pace with the changes in our business?
- Do I need to change the service center people, process, and/or tools to improve our customer service levels?
- How do I measure the success of the service center and communicate that to the business units and customers we support?
- How quickly can I make this happen and at what cost?

Understanding that the level of your success is directly linked to your ability to master customer service is essential — especially during an economic downturn. Excellence in customer service and support is expected and is the minimum requirement to play in the service center game. What makes for job security tomorrow is delivery of an extraordinary level of customer service today. Ultimately, it will be your customers who decide whether you are successful at providing customer service. If you are not, they will simply seek out another solution — perhaps your competitors who are now only a “click” away.

Success will not be determined simply by implementing a tool – you must first carefully define your strategy. In this information-driven economy, there is no shortage of marketing messages, services and tools centered on ways to improve customer service and performance in the service center arena. The key to filtering through all of the information is to first define your customer service strategy. To do that you must first look *externally* at your customer’s expectations. Then, look *internally* to understand where you are today and where you want to be in one month, three months, and twelve months.

This business white paper will help you achieve the following:

- Reveal what kind of a service center you may currently be to your customers and where the weaknesses are with its design;
- Help you understand how service centers are changing and what to expect along the ever-changing lifecycle of the service center;
- Outline a service center strategy for success; and
- Determine how HEAT[®] Solutions will meet your service center challenges head-on.

Two key areas will significantly impact the successful development of your customer service strategy. They are 1) Define and understand the **Customer Service Experience** your organization seeks to provide; 2) Determine the best way to add value to that customer experience such that it ultimately yields measurable **Productivity and Profitability Returns** quickly.

Let's take a look at how you should be looking at each:

The Customer Service Experience:

Whether you are an internal support center or external customer service center, the emphasis on the customer experience is critical. If you are not in sync with your customers' needs and expectations, you are behind the curve and will likely find yourself defending the roles of your service center staff or even your role as the service center manager. Today's customers are now empowered with the information and understanding of how they want to be serviced by your service center. If you fail to reach these new customer expectations, they will defect to another service provider or eliminate substandard products and services all together.

Productivity and Profitability Returns

Globally, the competitive bar for optimum performance in customer service continues to rise, as does the demand for delivering measurable returns in the areas of business productivity and bottom-line profitability, otherwise known as Return on Investment (ROI). What matters to you are improvements in efficiency, productivity and tools — so that you can minimize cost and get the job done right!

A world-class service center strategy (which includes world-class people, processes, and tools) will improve productivity and add value to virtually every customer interaction. This will ultimately yield measurable profitability towards the organization's bottom line. Simply positioning the service center as a "cost center" can no longer be the norm or that

approach will take a company out of contention in the race for customer retention and business longevity.

I own productivity measures, but the Time-to-Value or ROI is mostly an executive concern, right? Wrong. While you might not be setting the specific numeric measures for Return On Investment, you are accountable for results. Today there are specific tools and processes that can make you a world-class service center solution with measurable ROI. The dilemma is, some of these tools are far too simple to meet the demands of the small to mid-size organization. On the other end of the spectrum, the Customer Relationship Management (CRM) solutions are too expensive and complex for your business needs. That leaves a tremendous gap for real-world solutions, which are geared for the countless “mainstream businesses” out there - like yours. But like anything else, these tools are only as good as the strategies and people behind them. Furthermore, those who do not seek to continually improve their current systems and processes due to lack of time or other factors will find themselves extinct.

In addition to the “quantitative” measures of ROI, service center managers need to evaluate “qualitative” measures. Quantitative measures will show in hard numbers where savings can be realized, while qualitative measures will demonstrate “value” that cannot be measured in actual numbers, but rather in increased customer satisfaction and quality service standards.

I need to calculate ROI...But how? Many online ROI calculators won't give you an accurate measure of time-to-value. What gives any service center a return on its investment is the **improved efficiencies** and **increased productivity** of its technicians and managers. In short, for the IT manager, ROI can be measured in increased sales, service contracts, and maintenance renewals, which are indicative of satisfied customers.

Solutions for creating a world-class customer service and support center are within your grasp. Defining your service center strategy is just as important as knowing which solutions to buy.

Let's begin with the key differentiators that separate one service center from another.

Section II

Understanding Stages of Service Center Evolution

There are generally three evolutionary stages to most service centers, ranging from a reactive cost-center to the proactive, high-valued service center. Even with the most effective planning in mind, every service center will undergo a maturation cycle.

What separates long-term success from almost certain failure is the ability for IT managers to proactively manage and drive change through each phase of evolution.

Stage 1: The Message Center

The first is a **message or dispatch center**, which basically offers customers a live person who routes calls to different resources. There are seldom any actual problem resolution practices in place and capabilities for managing, tracking, and reporting calls are minimal at best.

An operation at this point in its evolution is regarded as being in the **“support phase”**. It is strictly a cost center, is largely reactive and is often referred to as being in the firefighting mode. Resources are ineffectively used causing customer problems to fall through the cracks or multiple resources dispatched for a single issue. This phase is also characterized by poor communication between the support staff themselves as well as with the customer reporting the issue.

Service professionals feel relentless pressure due to the program's inability to anticipate problems and handle the issues confronting their customers. Staying too long in this phase results in heavy personnel turnover and will likely lead to customer defection.

Stage 2: The Reactive / Problem Service Center

The second stage of service center evolution is the **“reactive-problem” help desk**. This type of center typically acts as a single point of contact for customers within a somewhat defined scope of issues. Basic capabilities include: call logging and tracking; problem tracking; beginnings of knowledge repositories and service level management; and resolution of basic technology/service problems, such as defective products, unfulfilled services, password resets and assistance with application availability.

Although a significant improvement over the message center, this kind of service center is still beset with inefficiencies — ranging from low first-call resolutions (approximately 20% or less) to high levels of call escalations. Managers will frequently use the “sticky note” approach to problem management, which prohibits any strategic thinking. In the best of scenarios, this approach might allow service center managers to sustain the operation of the system at a very basic level.

Additionally, this model creates support staff burnout due to the sheer frustration and demand on personnel. Unfortunately, when personnel depart, their detailed knowledge of the system goes with them — and now you're back to square one.

During the “**expansion phase**” of the service center evolution, this type of center is one that is beginning to feel the benefits of being more a bit more proactive and useful to the organization and its customers. Additionally, work groups and management are being leveraged and beginning to evolve and express the need for a greater investment in training and better tools.

Stage 3: The Customer Service Center

*“70% of IT help desks will migrate to consolidated customer service centers by 2002.”
— META Group*

*70% of all customer interaction occurs in the call center
-- Harvard Business Review*

The third stage in service center evolution is designated as a **full-service, proactive “customer service center”** — This is where you want to develop your service center. When you get to this point, your service center has evolved into a comprehensive, value-add information resource as well as a key problem-solving engine.

In this scenario, service and support software has been implemented allowing both your customer service team and customers increased efficiencies and effectiveness by creating a single point of contact for more issues. Technicians are now equipped with streamlined processes and a strong knowledge base resulting in higher rate of first-contact resolutions. Customer satisfaction significantly improves and technician turnover decreases due to the true functional integration and business benefits of the system.

This is traditionally the time when a service center reaches the mature or “**strategic phase**”. The service center manager is now able to strategically plan and communicate with upper management, because a continuous effort to create efficiencies is present, management and tracking reports are created and integrated business processes are being implemented.

As a small to mid-sized organization, you can likely identify with one of the first two descriptions of a service center. Clearly the aim is to evolve into the mature strategic phase. So, how do you get there?

Section III
Moving Forward:
Developing a
Winning Strategy

**Evolving from Problem Management Support Desk
to Strategic Customer Service Center**

Obviously, no two service centers are exactly the same, but there are key similarities in the development towards a world-class operation. To create top-level customer service, you need more than just faster call resolution or lower rate of abandoned calls. The enterprise-wide mission is to make all system users more productive and efficient.

Initially, the service center provided a single point of contact for customers to refer questions and seek assistance in order to solve common problems. Now it can describe any call center or part of a call center which handles complex problem solving and associated processes.

Departments, which make this critical transition from a reactive to a proactive service desk, will find themselves listed as key corporate contributors. Those that do not will likely be viewed as questionable internal investments.

Determine your service strategy

This first step in becoming a world-class customer service center will be to determine your service center strategy. Begin by outlining a clear and concise road map that will allow you to see where you want to go. The following questions can help you get started:

- What is your company's current employee base and what is the projected annual growth?
- What is the current customer base and projected annual growth?
- How will this growth affect your service staff and budget?
- What is your current process for problem resolution?
- Do you offer customers self-help tools?
- What is your current IT budget?
- Who are you currently serving:
 - Employees
 - Vendors
 - Customers
- Do you provide service for:
 - Business-to-Business
 - Businesses-to-Consumer
 - Government
- What are your expectations?
 - First-call resolution, time-to-resolution
 - Product/Service availability
 - Service center hours of operation
- What is your current service center budget?

- Who are the key stakeholders in determining the budget?
- Who are the available resources (first-level, second-level)?

The following outlines additional components to include in your service center strategy:

1. Establish metrics to determine success — Establish “quantitative” metrics for measuring progress to determine if that course of action is working or whether a change in direction is necessary.

One universal hurdle for managers is the need to sell upper management on the concept of developing support center services, hiring additional personnel and purchasing the tools necessary to do the job while changing the belief that help desk is incurably a cost center. It is necessary to convey this message in upper management terms - savings of time and money currently being wasted vs. direct and indirect revenue realized by providing extraordinary customer service.

2. Compute time-to-value or return on investment (ROI) — Ultimately, the role of a help desk will not be just to provide problem resolution, but also proactive prevention of as many issues as possible. Rarely will a help desk ever achieve “prevention” capabilities, but all efforts should be made to do so. That will give you the best opportunity for a high return on your IT investment.

To achieve this, you will need to know the cost of doing business. The following examples are applicable in most service centers:

- Desk-side visit = \$100 USD
- Cost of technician response via telephone = \$30 USD
- Cost of technician response via email = \$10 USD
- Cost of customer self-help resolution = \$2.50 USD*

— IHS Help Desk Services

*(*The average cost for e-mail has been measured to be as high as \$4 for those companies not systematically managing e-mail flow, and drops to \$0.25 when e-mail is fully automated)*

To evaluate or calculate ROI, there are four quantifiable markers you need to look for:

- Is the service center adding value to the initial investment?
- Is the program improving customer relations?
- Is there increased productivity among support staff?
- Is revenue increasing?

Keep this simple equation in mind:
ROI = $\frac{\text{Value} - \text{Cost}}{\text{Time}}$

3. Balance cost and functional complexity/flexibility — The key to getting the most “bang for your buck” with service centers is learning how to properly allocate human, technological and financial resources while setting reasonable expectations for all of them.

Even organizations with “homegrown” systems, while initially attractive due to the appearance of low cost, over time become susceptible to escalating maintenance costs and ongoing inefficiencies. Internal human resources are at risk for leaving the company and with them leaves the knowledge of “why” and “how” the system was designed/implemented. Furthermore, the unscalable complexity of many homegrown systems simply does not allow for smooth growth transitions and adaptability to the changing needs of the organization as a whole. The demand for simplicity coupled with comprehensive functionality is becoming a popular trend.

Conventional wisdom dictates the greater your financial investment, the greater your depth of functionality and flexibility. However, in most cases, achieving a top-notch help desk does not mean you have to spend your entire budget on it. Plan and allocate resources with future growth and enhancements in mind.

The benefits resulting in real business value from the investment of service center technology is tremendous. Service center software is more versatile than ever with operational processes accepted in more often now in business contexts. Most organizations have not unlocked the full potential of their systems.

4. Be proactive, not reactive — Since most service centers evolved from an infrastructure support unplanned need, it is seldom regarded as a strategic corporate contributor. Most service centers operate in a **reactive** posture that is inefficient and costly. The inability to handle increasing call volume, new systems implementation, new service offerings and growing demands in existing customer groups renders the operation virtually ineffective. The only solutions are to either place additional resources into the operation or simply absorb the cost of informal levels of support.

Solving 80-90% of all problems immediately will not produce as great a return on investment as preventing 10% of the problems.

—Help Desk 2000

Conversely, *efficiency* and *effectiveness* are the defining characteristics of a **proactive** service center solution. Scalability is factored in early, workflow is efficient, knowledge is leveraged, turnover is reduced, motivation and productivity are up, and problem elimination strategies keep call volumes in check. Through the application of best practices tools, strategies and techniques, the impact on the resources needed to support new customers, new demands, new systems and new services can be minimized and the associated costs controlled. There are two major factors associated with the conversion from reactive to proactive:

a) Be informed and accessible — The number one objective of a proactive service center is to protect and increase customer productivity. An efficient and effective service center solution allows the technicians the opportunity to enhance the customer's original decision to purchase their product with every single customer interaction.

Technicians equipped with knowledge from all areas can more quickly and accurately lead customers through to problem resolution. In turn, customers are more likely to re-purchase your product and advocate it to others. A customer's ability to conveniently access your company via multiple channels, including phone and self-help, without compromising the proficiency of service, can also shape that relationship in your favor. Empowering your technicians with more on-demand, caller-specific information from marketing resources to product information to account status, has a direct impact on the number of calls each technician can field. **The result: increased productivity and increased revenue.**

b) Minimize peer-to-peer support — More of a reduction-in-costs than ROI, the higher the level of peer-to-peer support, the higher the total cost of support. The reason for this is that a technician's ability to conduct "*first-call resolution*" by providing appropriate and accurate customer data at the first point of customer contact will drive down the need for peer-to-peer activity and allow technicians to field more calls. . Results of this include a reduction in call duration and call volume while increasing productivity and customer satisfaction.

c) Reduce call escalation — Just as most societies have developed a warning mechanism for natural disasters, you need a warning system for call escalation. Your biggest supporters can turn into your worst enemies if they perceive their issues are unimportant. A proactive service solution will track a problem from its initial ticket generation thru resolution and will recognize potential escalations.

*Call volumes are increasing by 20% each year.
— Gartner Group*

5. Create an employee recruitment, development and retention plan — This very important step should account for nearly 70% of your IT budget. When you are able to staff your organization with quality technicians with the appropriate skills, it is in your best interest to provide them with the tools and processes that are going to make them and your service center successful.

Statistics show an average burnout rate for technicians of 15-18 months. Most were technicians who were under qualified or did not have the opportunity to be successful due to a less than adequate system or poor training.

Like any employee, technicians need tools that enable them to succeed, incentives to excel and processes in place that are capable of mapping a career plan for their future. Nearly 43% of all companies do

not have formal career planning in place for their technicians, thus compounding the defection rate.

Employee retention is knowledge retention.

A word of warning: Heavy reliance on any one IT professional that has developed a homegrown system leaves you extremely vulnerable. Everything that technician knows about your system is likely to only be in his or her head or scratched out in a makeshift manual that makes little sense to anyone else. If this is the case, once that person leaves your organization, so does their intellectual knowledge of that system leaving you in a difficult situation.

Plan and invest in a system that will allow for a smooth continuum of operations in the event of personnel departure.

6. Define deliverable products and services — Don't just buy and install software. Understanding what your IT department is capable of doing is essential to growth. Ask yourself: What are the specific needs of this particular organization? Then, What are the specific services we can provide at this point and in the future? What are the possible technology risks associated with this program? What are the personnel requirements?

An extension of this information will be **"Knowing Your Limitations."** Understanding what you are *not* capable of at a particular phase is equally important as knowing what you are prepared to offer.

Failure to outline these parameters from the start can place you in a situation where you are challenging the confidence of upper management and your customers while handicapping your chances for future success.

Find a technology vendor who is capable of helping you match your long-term objectives with the right technologies today.

What's on the Horizon?

As you are planning your service center strategy, there will be strategies that can be implemented immediately with other elements needing further analysis, additional financial or technical resources, or a business evolution. Here are a few concepts you may want to consider for longer-term development of your service center:

- Computer Telephony Integration (CTI)
- Self-healing diagnostics
- Network systems management
- E-mail response management

Section IV Service Center Implementation

Careful execution of the implementation process will enhance your ultimate objective — customer satisfaction. Right now, the goal is for service offerings to be more responsive to customers and employees. Look closely at the following processes in your organization and correlate the value to be found in each:

1. Human resources program — This should account for approximately 70% of your IT budget. You will want to ensure you have proper processes in place to recruit, hire, train and retain the services of top-flight technicians. This is your customer's first line of defense against IT problems – you must be confident they're in good hands.

Generally, smaller businesses have a greater employee fall-out rate than larger companies mostly due to the informal nature of the human resources program. In developing your program, the following should be addressed:

Do you have a formal skills enhancement program in place?

- Communications skills
- Customer service skills
- Technical skills
- Process skills

How do you train your employees?

- Online/Web training
- External contractor
- Internal resources
- Remote training seminars

Do you have a formal career development program in place?

2. Process management program — Quick and accurate resolution of customer issues using automated processes is essential to gaining favorable call escalation rates. Clearly, calls answered by first level technicians are far less expensive than those answered by level two and three technicians. When a support staff is armed with tools that enable them to be proactive and effective, your call center begins to perform at higher levels with less need to escalate calls.

3. Software solution — As a small or mid-sized business, you are likely to need more than a call tracking solution, but don't need the extensive, complex and costly enterprise package.

a) Additional return with self-service — Having self-service capabilities can minimize the impact of quickly answered, yet repetitive calls to your service desk and gives your customers the power to resolve common issues themselves. In addition, self-service capabilities can usually address about 30% of simple, status-

checking calls. Finally, allowing the customer to log their own trouble tickets usually means quicker resolution from a technician. Self-service capabilities will generally produce a 5-10% deflection rate of calls.

b) Additional return with asset tracking — An asset management tool will track your hardware and software assets throughout their entire lifecycle. This feature adds tremendous value to your IT processes and gives you additional management leverage:

- Automated discovery/tracking functions provide up-to-date asset information and eliminate walk-around audit costs
- Provides protection against potential theft and other valuable IT asset losses with accurate asset and configuration information
- Reduces time required to relocate IT assets by enabling firms to plan ahead for anticipated moves and changes using accurate asset data
- Maintain software license compliance and avoid costly fines
- Better scheduling of maintenance contract renewals and hardware upgrades
- Manage leases better and avoid expensive monthly surcharges

Industry reports suggest that implementation of an asset tracking system can save and organization nearly 30% of its total IT budget.

4. Performance measurement program — IT managers should continuously monitor help desk performance with Manager's Reports that include base lining, benchmarking and best practices

Be sure to take inventory of where you are now. Ask yourself these questions in order to get a good measure of how you are performing:

- What is your current IT budget?
- What is your average cost per call?
- What is the average wait time per call?
- What is your first call resolution rate?
- What is your average speed to answer?
- What is your average abandonment rate?

Understand the impact on customers with reference to availability:

- 24/7 availability = 365 days
- Non-24/7 availability = 252 days

5. Stakeholder communication program — Communicating with your key stakeholders is critical to customer satisfaction and management support of the service center.

Simply communicating the status/progress of an issue can provide enormous customer satisfaction benefits. Many customers can be very patient if they understand that their issue is being worked on and an estimate of when it should be resolved. Ignoring this type of communication will result in increased call volume and customer frustration

It is also important to communicate with management and the business units that provide all or some of your budget what is happening with your service center program. Regularly bringing visibility to the improvements in the performance metrics mapped out in your strategy can mean the difference of receiving the necessary budget from year to year.

6. Marketing your help desk — Success in marketing your service center will stem largely from your ability to get the right information in the right person's hands. There are four definitive audiences that you will want to communicate with. Each has unique concerns:

- a) End Users — hours of coverage, products supported, usage statistics, proactive resolution capability
- b) Service Center Staff — queue statistics, types of problems, performance reviews, and solution database
- c) IT employees — escalation processes, problem/root cause, problem data, customer satisfaction
- d) Management — cost analysis, customer satisfaction, major trends, product issues, service quality

Make it easy. Don't be cryptic. Ask questions pertaining to customer's needs and provide them with the ability to access the support they need.

Make them realize that the service center, while usually very reliable, it is not a fail-proof mechanism. Give them quantifiable statistics regarding your success rate.

You set the expectations. Show them trends and efficiencies that the service center is providing, e.g., tracking call volume and the customer satisfaction rates. Where are there significant issues? Where are the dips in service and what is being done to reverse that trend?

Report to management frequently. You will want to demonstrate where standardization has improved the bottom line.

Section V

Characteristics of Proactive Service Center Managers

Proactive Service Center managers are consistently adapting and looking for ways to improve service center operations. Here are a few guidelines to keep in mind as you begin developing your solution.

- Review the roles of the service center as often as possible – Allow for changes to meet changing business needs
- Check available service offerings against customer preferences and priorities
- Introduce self-service options carefully – Make sure the service center complements rather than competes against new services
- Use marketing techniques to influence your customers' expectations – Measure their satisfaction against these expectations
- Develop processes that ensure basic customer data is up-to-date
- Develop a knowledge strategy – Discover where the best returns are found for tying together what you know about customers and their problems
- Learn to use your software thoroughly and train IT staff to utilize the full functionality of it
- Focus and present on management information
- Seek compliance with technical and management standards – Encourage staff to take certification training
- Join industry support groups – Attend conferences, read trade publications
- Keep current with developments in your industry

Section VI HEAT® Service & Support Filling the “Gap”

Before help desks, most organizations had no efficient way to provide service and support for their own computer hardware and software. Now there are new challenges including more stakeholders within organizations who are looking to integrate their specific service requirements with automated service request and delivery processes.

The “Gap” is represented by small to mid-size businesses that use a variety of manual tools or proprietary systems to keep track of service and support tasks. At the low end, they include paper-based systems, spreadsheets and simple database solutions, which prove inadequate for the needs of emerging companies.

Finally, an “out-of-the-box” solution that is more robust, powerful and complete to manage your growing service and support organization. For your mainstream businesses, HEAT® is your customer service and support system of choice. Why?

- Quick and easy to install
- Simple to use
- Highly scalable and customizable
- Rich functionality

“IT organizations are challenged to find more efficient mechanisms to support their clients, and many are investigating solutions that enable end users to resolve issues on their own, usually via their own intranet.”

— META Group

HEAT is that solution.

HEAT® Service & Support™ - Simply Powerful™ Service and Support Software

Since 1988, HEAT has been the worldwide standard for powerful help desk software for the mid0market that is also easy to implement, use, and administer. HEAT features:

- Built-in Web access for your on-the-go technicians and analysts, plus customer e-mail call-logging
- QuickStart Wizard for easy, intuitive, set up and customization with no programming required
- Automated Call Logging and Tracking for streamlining your workflow, assuring that every call is captured and addressed
- Eye-opening management tools like Answer Wizard™, which gives you more than 300 pre-defined reports with “consultant in a box” approach to help you ask the right questions and get the right answers

- HEAT Managers Console™ graphically displays operational status at a glance, and then captures date, time, duration and status change in a metric log

40% of Fortune 100
Companies use HEAT!

The Leader in Award-Winning Service & Support

HEAT® Service & Support™ solutions provide world-class customer service and support software suites, complete with asset tracking, knowledge management and web-enabled help desk products. Included in the HEAT family are HEAT®, iHEAT™, HEAT® Self Service™, HEAT® Asset Tracker, and HEAT® PowerDesk™.

World-class service and support software designed to allow organizations to create powerful customer service centers of networked technicians. HEAT includes robust database, knowledge and asset management capabilities.

HEAT has a 94% satisfaction rate among its customers!

HEAT® was originally developed with the input of experienced help desk managers and virtually created the modern help desk and continues to be the world standard for functionality, ease of use and customizability. HEAT was voted the Winner of the User's Choice Award two years in a row and recently named "Product of the Year" by both *Call Center Magazine* and *Call Center Solutions*, HEAT has also been rated excellent in "product vision" and "service and support" by META Group.

- **iHEAT™** gives your IT support analyst, technician or manager a Web browser interface to the same look, feel, and core functionality of HEAT, the award-winning help desk software system.
- With **HEAT® Self Service™** your customers — the people who rely on your help desk for service and support can get help for common problems without contacting the help desk. This dramatically reduces the number of calls, relieves pressure on your technicians and boosts customer satisfaction.
- **HEAT® Asset Tracker** allows information to be consolidated into one highly accessible information center. Asset Tracker can scan your desktops to gather data automatically then integrate that data with HEAT to create a totally paper-free business process solution.

With more than twelve years of development and real-world success, HEAT has become the standard in service center automation for virtually all types of industries.

**Call today to begin building a world-class
Customer Service Center!
1.800.776.7889**

Section VII

About FrontRange Solutions

FrontRange Solutions, Inc. develops software and solutions that allow organizations to deliver extraordinary customer relationships and service. An international market leader in customer-centric software for 10 years, the company has over 120,000 customer installations and more than 1 million users worldwide. Solutions include: the industry-leading **GoldMine®** brand for Customer Relationship Management (CRM), advanced contact management and sales force automation and the award-winning **HEAT®** brand for complete customer service and support. FrontRange employs nearly 700 people worldwide.

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Solutions

GoldMine® delivers easy-to-use, completely integrated, Customer Relationship Management (CRM), advanced contact management and sales force automation solutions including GoldMine® Business Contact Manager, GoldMine® Sales & Marketing™, and GoldMine® FrontOffice 2002™.

HEAT® solutions provide world-class customer service and support software suites, complete with asset tracking, knowledge management and Web-enabled service center products. Included in the HEAT family are HEAT®, iHEAT™, HEAT® Self Service™, HEAT® Asset Tracker, and HEAT® PowerDesk™.

Select Customers

Shell Oil, Coca-Cola, Chevron, Prudential Securities, The Weather Channel, Turner News Network, Smith Barney, Mack Truck, Lucent, Electricite de France, Blue Diamond Nut Growers, Goodwill Industries, Ricoh Silicon Valley, Bechtel Power, Toshiba, McKesson, Brunswick — plus hundreds of thousands of small to mid-sized companies.

Industry Awards

Software Magazine "Hot 500," Windows Magazine "Win 100," Call Center CRM Solutions Magazine Editors Choice, RealWare Award for CRM, WinMag.com WinList Award, Entrepreneur Magazine's Best Software, Call Center Solutions Product of Year, Call Center Magazine Product of Year, Users Choice Awards, "Best in Class," RealMarket & Customer Support Management, PC Magazine "Editors' Choice"

We Want to Work with You!

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