CALABRIO

issue 2
Analyze, Change, Accelerate

Featuring research from
Gartner.

Welcome

In the race to see which part of an organization can change the most and the fastest, the contact center is a frontrunner and rapidly pulling away. Every aspect is evolving, in particular the insight and intelligence gained by unlocking the voice of the customer with analytics and integrated WFO solutions. What's next? Who's driving innovation? Gartner reviewed the field and identified a single Visionary vendor — again. For the third year in a row, Calabrio is positioned as the only Visionary vendor in the 2014 Magic Quadrant for Contact Center Workforce Optimization, which evaluates vendors based on their completeness of vision and ability to execute.

It's an honor to earn this distinction from Gartner, and it's one we take very seriously because of how it defines us in the marketplace. In our view, organizations buy software not only for what it does today, but also for what it does in the future. And being a Visionary means innovating. We invest nearly 40 percent of our revenue back into product innovation, and at Calabrio, that innovation is 100 percent focused on being easy, personalized and smart. We believe that contact center technology should enable human interactions, not replace them. That's what propels us forward. Better human interaction. More freedom to accelerate performance. And ultimately, the complete transformation of the contact center into an even more valuable strategic asset at the enterprise level.

And yet, we recognize not everyone shares this vision. Conventional thinking and low expectations based on years of frustration with traditional WFO systems can obscure a clear understanding of the path ahead. It's understandable. But it won't be permanent. Change is necessary, and it doesn't have to be scary, overwhelming or cost-prohibitive. The key is prioritizing simplicity and ease of use over clunky, over-priced and over-engineered technology.

In 2013, more than 400 organizations switched to Calabrio for better usability, lower total cost of ownership and scalable growth. Within the entire Calabrio customer base, more than 40 percent deploy fully integrated WFO solutions, a figure four times higher than the industry average.

There are several key reasons organizations are making the switch to Calabrio ONE:

- **Product usability:** The widget-based UI displays role-based functionality spanning all WFO functions. It is clear and simple to navigate, and includes full support for mobile access. This allows employees to access key role-based functionality, for example, agents viewing their schedules and requesting a swap, or supervisors monitoring their teams' performances and being able to make adjustments.

- **Positive ownership experience:** Calabrio's focus on having a low total cost of ownership (TCO), simplified upgrades and excellent customer support enhance its overall appeal, and are regularly cited by customers as positive traits. A healthy customer community and willingness to accommodate customer-initiated product development requests further enhance its appeal.

- **Improving international distribution:** Calabrio has an established relationship with Cisco and continues to expand within its global reseller network. Calabrio is also embedded within Cisco Unified Contact Center Express. In addition, Calabrio has significantly extended its Avaya partner network to improve its viability.

Change is here, and the status quo is on the way out. Driving innovation at Calabrio are our customers themselves. Last year, 64 percent of new Calabrio features originated from user input and there are exciting things in store.

The vision we hold and share with growing numbers of companies, then, is one shaped by listening. Learning. Collaborating. Inventing. Doing. Inventing. Re-inventing.

Welcome to the future. Today.

Tom Goodmanson
President and CEO

Forget the Myths: the Time is Now for Next Generation WFO Analytics

As customers become more empowered through technology, so must the organizations that serve them. Analytics in the contact center are proven to drive KPIs across key metrics, including first call resolution, cross promotions and overall customer satisfaction.

"Contact center agents are at the forefront of addressing client needs and have a direct and profound impact on customer experiences. . . This means that WFO programs in the contact center are a key ingredient impacting the overall service delivery efforts, as well as customer satisfaction," notes a report on WFO analytics by Omer Minkara of The Aberdeen Group in 2014.

Workforce Optimization programs that include analytics yield measureable benefits. Aberdeen surveyed 83 companies and found that those with "strong voice of the customer" (VoC) analytics:

• Improved their annual revenue by 10.9 percent.

• Decreased their customer care costs by 6.3 percent year-over-year (versus a 2 percent annual increase for those that didn't).

• Enjoyed year-over-year improvements to their Net Promoter score three times greater than those companies without VoC analytics.

But most significant of all, was the dramatic increase in customer satisfaction rates. Those that Aberdeen considered VoC analytics "leaders" reported a 17.8 percent increase in customer satisfaction rates year-over-year, compared to a 3.9 percent *decrease* in customer satisfaction by the rest. (The Aberdeen Group, Omer Minkara, May 2014).

Despite this—and other well-documented evidence—that analytics in the contact center accelerates business performance, many are hesitant to embrace analytics solutions. Some fear the

cost, others mistakenly believe the ramp-up time and effort will be overwhelming. These and other myths are keeping many organizations from realizing the benefits of analytics, which are driving the next generation of customer experience for business leaders. Let's now explore and debunk the nine myths that might be holding your organization back.

Myth #1: Thousands of seats are required to make analytics "worth it."

Reality: Even the smallest contact center can take advantage of the data they're gathering with cost-effective, scalable solutions. Organizations can create insight and discover the most important metrics for their business, no matter whether they have five seats or 50,000.

Myth #2: You'll have too much data.

Reality: In the Aberdeen study, 80 percent of the companies surveyed said they're collecting enough data to measure performance, yet only six percent said they were "extremely satisfied" with their ability to use the data. Analytics can liberate the data from the "server closet" and provide impressive insight into the customer experience.

Myth #3: You already know what's happening

Reality: Even if your gut is right a majority of the time, analytics give organizations the power to see and know more. Analytics uncover emerging trends and provide hard data to back up instincts. Knowing is always better. Directional guidance from analytics allows leaders to make data-driven decision to drive real business results.

Myth #4: You must create order and solve everything right away.

Reality: The easiest way to implement analytics is by starting with the information you already have, and often have for QM and compliance. Once you've made the early wins in these areas, you can make the case for more integrated analytics across the enterprise.

Myth #5: You need disparate solutions for different types of analytics.

Reality: Proven solutions that bundle all the analytics for speech, text and desktop are available and helping thousands of companies around the world achieve impressive competitive advantages today.

Myth #6: You have to struggle with a complicated, confusing interface.

Reality: The beauty of analytics is that they bring order to chaos and present information through a simple visual interface – built by data scientists and designed for real people. Empower your team with the right data and drive performance.

Myth #7: You will start eliminating people's jobs.

Reality: Customer service analytics are meant to fuel human interactions, not replace them. Find the tools designed to empower the people you need in your contact center, giving them the data they need to improve and accelerate.

Myth #8: You need to hire highly trained data scientists to work with the information.

Reality: Leading contact centers gauge the effectiveness of their tools by identifying what metrics can measure performance. Customer retention, Net Promoter Score, first call resolution: truly evaluate which KPIs drive business performance and elevate the results all the way to the C-suite.

Myth #9: You have to spend eight months and deplete resources to implement analytics.

Reality: This is perhaps the most erroneous myth of all. Analytics can be turnkey, efficient to deploy and simple to turn on. Solutions today are ready-made to integrate with your existing infrastructure and ACD, and deployment takes days, not months.

Calabrio recently demonstrated the ease and efficiency of installing analytics, screen capture and 100 percent recording, along with getting 329 agents to full production on Calabrio ONE, all within 30 days. The client, a major luxury retail company, was in a tight spot after upgrading its UCCE platform to the latest version and then learning its existing WFO vendor wasn't so NICE after all.

Despite promises from NICE that their software would be redeployed in time for the critical holiday retail season, they failed to deliver. To make matters worse, the retailer had purchased hardware for the NICE deployment, which never materialized.

Luckily, Calabrio was on their radar screen. We were able to take this worried customer from handshake to full production in a mere 28 days. And not only did the customer reach full production status well before the holiday season, they also benefitted from a fully redundant Calabrio system with the same footprint as the non-redundant NICE system they were using previously.

Calabrio was able to respond quickly and efficiently to meet this customer's needs, and provided a compelling value proposition. While some vendors might charge exorbitant "rush" fees, Calabrio kept costs in line with its typical fair pricing. We don't believe in "nickel and diming" our clients, or holding them over a pricing barrel in emergency circumstances.

Top Eight Reasons to Change your WFO Solution

Sure, we have a bias. But our belief that Calabrio ONE is the most innovative and visionary WFO and analytics solution available today is based on eight solid reasons. More than 4,000 customers around the globe agree and they're integrating their solutions at a rate four times the industry average. Wonder what they know that you may not?

Consider the top eight reasons you to join Calabrio's growing customer community:

1. **The complete picture.** If your WFO solution cannot capture each and every call, you're left with an incomplete picture of your contact center. This creates a puzzle that may or may not be solved.

2. **A single, unified interface.** Integration in the WFO certainly isn't new, but mostly disparate, bolt-on products that look and feel different have defined it.

3. **Total cost of ownership.** Gartner estimates a 20 percent reduction in the total cost of ownership of WFO tools over five years when they're integrated with each other.

4. **Hardware hostage.** While an ACD is core to any contact center, our innovative WFO solution is not married to specific hardware.

5. **Access to analytics.** Contact centers are collecting more data than ever about the Voice of the Customer. Integrated analytics collect the information you need: a simple, modern and clean user interface provides people with access to the right information at the right time.

6. **Enterprise vision.** It's not far-fetched to see the WFO of the future being integrated with a CRM and even the ERP. Customer content in one system should lead to the actual recorded conversations in the other, simply and easily.

7. **Innovative simplicity.** Modern architecture in today's software leads to consistent and reliable updates, and continued innovation from vendors. It's built around people – not technology.

8. **Service.** When you have questions or need help, are you getting answers? Are you talking with humans or IVRS? Do your product requests get heard? Is it time for a vendor who listens?

High-End Retailer Turns to Calabrio to Ensure Successful Holiday Season

Situation

The holiday selling season is critically important for retailers, with some high-end companies generating nearly 75 percent of annual revenue between November and year-end. To limit possible technical problems with online and catalog phone sales, many retailers observe a strict "IT lockdown" between November and January each year.

Thus, the stakes were extremely high in the summer and early fall of 2014 when a prestigious international retail company was forced to upgrade its Cisco Unified Contact Center Enterprise (UCCE) platform to continue receiving technical support. The upgrade also meant that the vendor the retailer was using for Workforce Optimization would need to redeploy its WFO solution to be compatible with the upgraded Cisco platform.

With the clock ticking, the retailer worked closely with system integrator Dimension Data to institute the Cisco upgrade and procure the needed hardware to support the related WFO upgrade. Then the incumbent WFO vendor began hedging about its ability to meet the tight deadline and insisted on higher "rush" premium prices.

Ensuring the quality of every single customer call interaction during the rapidly approaching holiday season was a driving motivation for the entire IT team at the retail company and Dimension Data. Unfortunately, the WFO vendor did not understand or appreciate the urgency of the upgrade deadline. Just a few weeks before the IT lockdown was scheduled to begin, the incumbent WFO vendor did the unthinkable: they informed the retailer and Dimension Data staff that they would not be undertaking the necessary WFO upgrade before the lockdown deadline—despite the retailer's previous agreement to their higher prices and procurement of their required hardware.

"It could have been a disaster," explains Dimension Data Northeast Senior Sales Consultant Ali Kahn. "The client simply could not go into the holiday selling season, which includes many seasonal contact center workers, without call recording and screen capture capabilities."

Tension was further heightened by the relatively new business relationship between Dimension Data and the retail company. When the original WFO vendor failed to deliver, it reflected poorly on Dimension Data.

"A lot of people's jobs were on the line," says Kahn. "Our fledgling relationship with the client was under stress and they were understandably anxious about the impending holiday season. We knew we had to generate a successful outcome, which is why we immediately recommended Calabrio without hesitation. Calabrio is our 'go to' partner and they have repeatedly demonstrated their commitment and follow through with multiple shared clients in the past."

The retailer's senior IT manager carefully considered Dimension Data's recommendation, but insisted on meeting with Calabrio representatives before agreeing. Within 24 hours, Calabrio CEO Tom Goodmanson, Vice President of Operations and Professional Services Tim Kraskey and Senior Sales Engineer Alex Reaume were on a plane to New Jersey to meet with senior business and IT leaders for the retailer and Dimension Data.

"I knew I could say with confidence that Calabrio would deliver," Kahn recalls, "but when three of the company's most senior executives made it a top priority to show up in person and promise that not only would they deliver, but also stay personally involved to make sure the implementation went smoothly, it clinched the deal."

Solution

One week after the senior meeting, Calabrio received a purchase order for 329 seats of advanced Quality Management and Call Recording. The client also purchased Speech Analytics but agreed that software could be installed after the lockdown was over due to the short installation timeframe.

Within three weeks, Calabrio had fulfilled its promise. The retailer's contact center went into full production with 100 percent call recording and screen capture software in place. Using the same hardware that the client had purchased for the upgrade promised but never delivered by the previous WFO vendor, Calabrio was able to provide a fully redundant Calabrio system with the same footprint as the previous non-redundant competitor system. Calabrio also demoed the software and provided support and training.

Results

"The client's IT team have been impressed with our tools and find them easy to use," says Calabrio Vice President of Operations and Professional Services Tim Kraskey. "They've also commented that we're nice to deal with and they appreciate the continued engagement of Calabrio's CEO."

"It's going very well," agrees Dimension Data's Ali Kahn. "People are very happy with what we've done. They are delighted that Calabrio not only answers every time they call, but that everyone is genuinely committed to making sure their team gets what they need exactly when they need it."

Adds Kraskey, "We understood the seriousness of the client's deadlines and we got the installation done in three short weeks. It went smoothly and did not require "emergency" rates. We stayed within their budget and delivered as promised."

Most importantly, the prestigious retailer launched its crucial 2014 holiday retail season confident in the ability of its contact center to deliver superlative customer service. With many single contact center sales exceeding six figures, getting it right in the contact center is beyond mission critical. Calabrio's 100 percent call recording and screen capture software means every single call can be reviewed and seasonal workers who need support or coaching receive it immediately. Call recording also is important in the event of a customer dispute and for compliance verification.

With the busy holiday season wrapped up for another year, the client has expressed interest in the full Calabrio WFM suite. Calabrio's proven ability to meet tight deadlines, honor promises and provide cost-effective, easy-to-use contact center solutions has spurred the retailer's interest in exploring how Calabrio's tools can further enhance its customer service brand promise through state-of-the-art Workforce Management tools.

Magic Quadrant for Contact Center Workforce Optimization

The two established Leaders still dominate the market overall, but increasing pressure is being applied by the up-and-coming CCI vendors that are gaining mind share due to their broader value proposition. Analytics is now integral to most new WFO investments.

Strategic Planning Assumption

By year-end 2015, 30% of organizations with more than 300 agents will adopt an integrated approach to workforce optimization (WFO), and will achieve the associated increases in operational efficiency and customer satisfaction.

Market Definition/Description

This document was revised on 19 November 2014. The document you are viewing is the corrected version. For more information, see the Corrections page on gartner. com.

WFO solutions contain complementary functions designed to improve customer engagement center performance through the optimized deployment of appropriately trained and motivated agents. Functions range from recruitment and scheduling to evaluation and training. By adding intelligence to each of these functions, the ability to further optimize this cycle is achievable. Key functional domains include:

- Strategic planning

- Recruitment

- Workforce management (WFM) — including intraday optimization

- Call recording and quality management (QM)

- Coaching and e-learning

- Performance management (PM)

- Surveying — focused on capturing operational and agent performance information

- Interaction analytics — audio and text analytics, combined with screen analytics, emotion detection and associated operational call data

In addition, there are still vendors active within each of these siloed markets.

figure 1.   Magic Quadrant for Customer Engagement Center Workforce Optimization

Source: Gartner (November 2014)

Vendor Strengths and Cautions

Aspect

Aspect is a large global contact center communications software provider. The company generated $437 million in total revenue in 2013, of which $101 million came from WFO, which is offered either stand-alone or as part of a broader integrated contact center suite. Aspect is being revived under new management and now has a potentially leading WFO solution. The recent launch of the much-needed new unified user interface will go a long way to helping Aspect become a leader, although some further development is still needed. A sharp increase in new customer logos adopting the latest WFO suite is also needed. Aspect is positioned as a Challenger in this Magic Quadrant.

Strengths

- **Contact center suite:** Aspect's value proposition expands beyond WFO to an integrated WFO/contact center infrastructure (CCI) suite.

- **Core functionality:** Aspect is an established vendor and has mature solutions spanning WFM, QM and PM. References cite the individual functionality within each of these core domains as a positive trait.

- **CaaS support:** Aspect continues to build on its communications as a service (CaaS) vision, adding more WFO functions to its cloud contact center offering throughout 2014.

- **WFO suite development:** Noticeable improvements are being made in 2014, with the phased launch of v.8, which, most importantly, brings the much-needed unified and role-based interface.

Cautions

- **Customer maturity:** The immaturity of v.8 results in most customers still using older versions of the software. As a result, references cite the limited, if any, use of cross-functional workflow, and the disjointed look and feel of their deployments across the different functions.

- **Speech analytics partner reliance:** Although Aspect has a deep, established relationship (and strong contractual agreement) with Nexidia, the critical importance of speech as an embedded part of a leading WFO solution should not ideally be left to a third-party technology provider, as it creates risk and uncertainty to have development of such a critical piece be out of Aspect's control.

- **WFO suite sales momentum:** Overall, Aspect's WFO revenue increased 5% over the past year, but the majority of this comes from selling a point solution, such as WFM. WFO suite customer numbers have increased only slightly during the past few years, with little, if any, suite sale progress being made outside of the U.S. during the past year.

- **Advanced functionality:** Noncore aspects, such as recruitment, gamification, social media alignment and mobile support, are supported to a degree, but all need further development. None of the references provided use any of these capabilities.

Calabrio

Calabrio is a small U.S.-based WFO software vendor. The company grew by 70% in 2013, generating approximately $50 million from WFO-related sales and services (Gartner estimate). It has 174 employees, offices located in the U.S., EMEA and Thailand, and over 100 regional partners. These support the company's several thousand customers, of which 465 have deployed both QM and WFM as part of an integrated WFO suite. The vendor is maturing quickly, balancing functionality with ease of use and cost-effectiveness, but more needs to be done to become a leader in the market, from both a product and company perspective. Calabrio is positioned as a Visionary in this Magic Quadrant.

Strengths

- **Product usability:** The widget-based UI displays role-based functionality spanning all WFO functions. It is clear and simple to navigate, and includes full support for mobile access. This allows employees to access key role-based functionality, for example, agents viewing their schedules and requesting a swap, or supervisors monitoring their teams' performances and being able to make adjustments.

- **Positive ownership experience:** Calabrio's focus on having a low total cost of ownership (TCO), simplified upgrades and excellent customer support enhance its overall appeal, and are regularly cited by customers as positive traits. A healthy customer community and willingness to accommodate customer-initiated product development requests further enhance its appeal.

- **Improving international distribution:** Calabrio has an established relationship with Cisco and continues to expand within its global reseller network. Calabrio is also embedded within Cisco Unified Contact Center Express. In addition, Calabrio has significantly extended its Avaya partner network to improve its viability, and is now a member of Avaya's DevConnect Select Product Program.

Cautions

- **Functional expertise:** The core functions lack some advanced capabilities, and customers sometimes desire features they've experienced with leading competitive offerings in the past. Some functions (such as recruitment, e-learning, speech analytics and advanced PM) are achieved only through integration to third-party offerings. In addition, customers cite that, although the WFM and QM user interfaces have a unified look and feel, they are not yet fully intertwined, and cross-function workflow could be further enhanced.

- **Enterprise adoption:** Although Calabrio has multiple customers with over 1,000 seats, the vast majority of WFO deals are under 300 seats, and most deals still originate from within the Cisco partner network.

- **SaaS support:** Calabrio relies on a small network of partners for SaaS support. Its preferred deployment mode is currently still on-premises. The solution is not yet fully multitenant, although it has aspirations to become more SaaS-centric.

Collab

Collab is a small, European contact center suite provider that is part of a larger IT corporation called Novabase. The solution has functionality that spans all core infrastructure components and the main WFO functions, but it is still just emerging within the marketplace and has less than 20 live WFO customer deployments. Customers tend to be primarily located in Southern Europe, Latin America and Africa, and are usually within the outsourcing and telecommunications industries. The company is making steady progress since its introduction into this Magic Quadrant last year. The product has been enhanced in various areas, and support for multitenant SaaS deployments has been added. WFO deals range from several thousand seats to fewer than 50, but are usually sold as part of a broader CCI deployment via its global partner network. Collab is positioned as a Niche Player in this Magic Quadrant.

Strengths

- **Unified suite:** Collab provides an Internet Protocol (IP)-based contact center suite spanning all core infrastructure and WFO components. Additionally, the WFO components can be deployed independently of the rest of the solution.

- **Ease of use:** Collab's intuitive WFO solution is well-laid-out and simple to get up and running for organizations with limited, if any, WFO experience. References cite ease of use as a key strength.

- **Viable core functionality:** Collab's WFO suite includes all the main building blocks, including WFM, QM, coaching, PM, surveying and analytics. Collab has a strong R&D-focused mindset and is responsive to customer product requests.

Cautions

- **Global viability:** Collab is a small European software vendor with limited direct sales and support capabilities. It relies heavily on its partner network for those functions. Most customers reside in South America, South Africa and Southern Europe. Very few reside within the U.S. and Northern Europe. Its ability to scale as an organization has not yet been tested.

- **Advanced workflow/functionality:** The solution is still in its early stages of development; as such, some functionality is missing. The solution lacks advanced features needed by some leading organizations, and aspects such as mobile agent support are still road map items.

- **Rudimentary analytics:** Voice, text, PM and desktop analytics are all in their infancy, resulting in a lack of intelligence being applied to agent-centric processes. Customers cite this as an area they would like Collab to further develop.

Genesys

Genesys is a large, global CCI solution provider with offices around the world and over 2,000 employees. The company is performing well, generating $740 million in 2013 (of which, Gartner estimates, $65 million came from WFO), and has the potential to become a leader within the WFO space. Its WFO suite is improving steadily, but more time is needed to revamp the user experience for all customer engagement center roles. Sales of individual WFO functions are high, but WFO suite sales are somewhat lower and tend to be made to existing Genesys customers, rather than as stand-alone deployments. The vendor is positioned as a Challenger in this Magic Quadrant.

Strengths

- **Broad integrated portfolio:** Genesys provides a broad suite of scalable CCI applications that are tightly integrated with its WFO solution. Functions include an established WFM solution and a new homegrown SIP recording solution including screen capture, offered as an alternative to the existing OEM offering from Zoom (which will eventually be phased out). These functions are complemented by a speech analytics and intelligent QM and coaching capability, resulting from the acquisition of Utopy.

- **Improving WFO viability:** Genesys has launched a new UI and workflow design for recording, quality management, interaction analytics and workforce management. The company has also introduced a WFO managed service capability to help organizations maximize their multifunction WFO investments.

- **Strong growth:** Genesys continues to grow rapidly overall and within its WFO division. Altogether, the company grew by 21% in 2013, whereas its WFO business grew by 76%. Genesys now has 700 WFM customers and 275 call recording customers (in part, from the acquisition of Angel. com, but not including those using Zoom).

Cautions

- **Functional development:** Further enhancement is needed to fully complete the user experience redesign across all functions and roles. The WFM component only recently moved to a fully thin-client version as part of the completed workflow and UI redesign. The in-house QM offering is new to the market and further iterations are needed to make it a leading product.

- **Agent empowerment:** Although the various capabilities that are found in an agent portal exist individually, there is no centralized, single WFO portal for agents to log into to access all relevant information linked to their evaluations, training and schedules. Genesys is currently developing its agent portal for market introduction in mid-2015.

- **WFO momentum:** Genesys is still ramping up to become a leading WFO suite provider. Although the company has over 700 WFM customers, less than 50 have deployed it in conjunction with the company's new call recording offering due to the relatively recent introduction of this capability.

inContact (Uptivity)

inContact is a leading cloud-based contact center infrastructure vendor. The company has a two-pronged approach to WFO resulting from an established OEM agreement with Verint Systems, and, more recently, the acquisition of a small WFO suite provider called Uptivity. Verint will continue to be offered as the preferred option for large complex enterprises, whereas Uptivity will be offered to prospects (both in the cloud and on-premises, and organizations of all sizes) where there are less-complex requirements. This Magic Quadrant evaluation focuses on Uptivity. Uptivity is an established QM vendor, which expanded into WFO through the in-house development of a basic WFM capability. inContact has completed the initial integration of Uptivity as part of its end-to-end contact center solution, but support for multitenancy will not be available until 2015 and true unification won't happen until 2016. Further development is needed to evolve Uptivity into a leading WFO solution. The vendor is positioned as a Niche Player in the Magic Quadrant.

Strengths

- **Solution unification:** Unlike several competitors, Uptivity's WFO suite is built on its own codebase, with limited reliance on third-party solutions. Key to this is the vendor's decision to build its own WFM platform, rather than partner or embed a third-party solution. This helps unify the user experience.

- **CaaS/WFO viability:** Once integrated (and ultimately unified), the inContact (Uptivity) value proposition will be an appealing one to all but the most complex organizations looking for a cloud-based contact center suite. Cross-domain workflow, such as intelligent performance-based routing, will help elevate the business value.

- **Accelerated development:** Although Uptivity had adopted an agile development methodology to accelerate product progression, it was constrained by the size of the organization. As part of inContact, there are greater resources available to further accelerate the development of the product and inContact is aggressively committed to doing so.

Cautions

- **Functional sophistication:** Although good progress has been made, and the R&D road map is accelerating under inContact, further functional development is needed in areas such as WFM, social engagement, gamification and advanced analytics, the latter of which is via an OEM agreement with the now-competitor Avaya. The solution lacks the feature breadth and depth seen among Leaders in this Magic Quadrant.

- **Solution availability:** The stand-alone Uptivity offering is currently available only on-premises. A hosted version, integrated with inContact's cloud automated call distribution (ACD) solution, was launched in September, but a full multitenant offering with a unified inContact-based user interface will not be available until 1Q15.

- **International viability:** The vast majority of Uptivity's customers are U.S.-based, and the lack of a direct international presence hinders its momentum as a viable on-premises vendor. The company's international partners drive some non-U.S. momentum, but these partners have concerns as a result of the acquisition. inContact's own international partners have little experience with WFO.

- **Market confusion:** There is a degree of confusion surrounding two aspects of Uptivity's acquisition. Firstly, inContact's commitment to maintain the Verint relationship for high-end customers implies Uptivity will be positioned as a small or midsize business (SMB) solution. Secondly, Uptivity was primarily sold on-premises, and while inContact has committed long-term support for this deployment mode and integration to competitive ACD environments, customers will need to seek ongoing assurance of this commitment.

Interactive Intelligence

Interactive Intelligence is growing rapidly through the sale of its all-in-one, IP-based contact center solution via an expanding global network of partners. In 2013, the vendor generated $318 million in revenue, of which $59 million came from WFO. The vendor continues to enhance its embedded WFO solution, but more work is needed to make it a leading product. It is likely Interactive Intelligence will develop APIs to other WFO solutions to support customers seeking more-advanced capabilities or that have an existing preference. Interactive Intelligence does not sell WFO as a stand-alone configuration. The vendor is positioned as a Niche Player in this Magic Quadrant.

Strengths

- **Contact center suite:** Interactive Intelligence provides an all-in-one IP communications software suite that encompasses CCI, WFO and process automation components. The entire solution is based on a single codebase, with a unified look and feel across all functions.

- **Company growth:** Interactive Intelligence continues to grow well in the marketplace, increasing its annual revenue from $237 million in 2012 to $318 million in 2013. 2014 is continuing in the same vein.

- **Commitment to WFO:** Interactive Intelligence has a detailed and extensive road map planned for each function within its multichannel WFO solution, in line with its desire to make the solution a leading product viable for both large and small organizations.

- **Deployment flexibility:** Interactive Intelligence's vision is to support a range of deployment options, from on-premises to hosted, as a true multitenant SaaS-based implementation. The company has not yet completed migrating all WFO functions across to its new PureCloud contact center offering, but this will be completed in 2015.

Cautions

- **Workflow:** Cross-functional workflow templates are slowly becoming available in areas such as an analytically driven evaluation process, but much more development is needed. For example, performance-based scheduling and the ability to drill to recordings from the adherence screen are both not supported.

- **Functional sophistication:** Although various improvements have been made over the past 12 months, the core WFM and QM functions, and the WFO portal for managers, supervisors and agents, all require further development to become industry-leading products. Coaching, advanced performance management and multichannel interaction analytics are all road map areas.

- **Stand-alone WFO capability:** Interactive Intelligence offers WFO as a complementary add-on to its core contact center solution. It is not available as a stand-alone solution suitable for integration into competitive infrastructure environments.

Nice Systems

Nice Systems is a large, viable global company with a sophisticated WFO offering, with each core function available on-premises, hosted or via SaaS. The solution was enhanced in 2013 with a new portal that significantly improves the user experience, but most customers have yet to deploy it. The vendor generated $951 million in 2013, of which Gartner estimates over half came from the sale of WFO functions. Nice is still ramping up its partner network, which is less-established than some of its rivals. Gartner estimates that the vendor has more than 2,000 QM and WFM customers, but that fewer than 300 are using it for both in an integrated manner. Nice continues to enhance the core underlying functions within WFO, but an increasing percentage of its effort and the overall solution's business value is oriented toward CRM-centric objectives, with customer process automation and real-time agent assistance capabilities. Nice Systems is positioned as a Leader in this Magic Quadrant.

Strengths

- **WFO suite sophistication:** Nice Systems offers best-of-breed capabilities across most core WFO functions. The Web portal provides an easy-to-use role-based user interface that includes gamification (via an OEM agreement with Bunchball) and activity feed capabilities. In 2014, Nice introduced Nice Engage Platform, its next-generation recording solution, which delivers high-scale, low TCO cross-channel recording, and a foundation for real-time solutions and interaction analytics.

- **Interaction analytics:** The vendor's Interaction Analytics platform combines voice, text, screen, social, Web and other operational data to provide a holistic understanding of past and real-time customer and agent experiences. It can be used to drive agent WFO performance aspects, like training and scheduling.

- **Solution deployment:** Nice Systems is able to deploy each function within the WFO suite (for example, WFM, QM, analytics) across any of three deployment options — SaaS, on-premises and hosted (by the vendor or a partner). Hybrid deployments are also supported.

- **Implementation and training expertise:** Customers highly rate Nice's implementation and training services, giving it the highest score of any vendor in this Magic Quadrant. This is particularly impressive given the large scale and complexity associated with its deployments.

Cautions

- **WFO adoption:** Outside of Nice's strategic accounts, a high percentage of customers have yet to embrace an integrated cross-functional WFO solution. Most are deploying either WFM or QM, and, for those that have both, the majority has not yet aligned these offerings. Reference customers using older versions of the software rely on APIs to create a single view within the performance management environment and lack true cross-function workflow.

- **Support challenges:** Customers and references continue to cite customer support as below expectations. This is to be expected sometimes, given the inherent complexity within some deployments, but the examples given by two-thirds of reference customers do not fall into this category.

- **Advanced agent life cycle functions:** Although Nice Systems has a good grasp of the end-to-end agent life cycle and is visionary in many ways, the solution does not yet support all elements. For example, agent recruitment is supported only via a partnership with HireIQ, and dedicated agent onboarding and churn prevention business solutions are not available.

Verint Systems

Verint is committed to providing a unified WFO solution suitable for deployment across the entire enterprise, spanning front office, back office, customer experience and branch/store environments. Verint has thousands of QM and WFM customers, and Gartner estimates that more than 1,000 have both functions deployed as an integrated solution. In 2013, Verint generated $910 million in revenue, of which Gartner estimates approximately half came from WFO-related activities. It has best-of-breed capabilities across most subdomains, including interaction analytics, and has far more WFO customers than any other vendor. The acquisition of Kana Software in February 2014 adds a complementary customer service/CRM solution set to fuse and optimize traditionally siloed interaction channels and agent performance optimization dimensions. Verint is positioned as a Leader in this Magic Quadrant.

Strengths

- **Ease of WFO adoption:** Verint provides a unified and workflow-driven WFO suite spanning all core functions, and extending from the customer engagement center to branch and back-office operations. Version 11, for which there are now more than 1,300 customers globally, allows additional functionality to be turned on and off through license keys, with no further integration required. Speech analytics is now a better-embedded function within the suite.

- **Positive user experience:** Customers cite the solution on the whole is easy to use and well-laid-out across the main WFM, QM and speech analytics functions.

- **Broad partner network:** Verint has important global partnerships with providers such as Avaya, BT, inContact, NTT, HP, IPC and Unify (formerly Siemens Enterprise Communications). Increasingly, these partners are delivering the vendor's traditional WFO solutions both on-premises and in the cloud.

- **Integrated WFO/CRM value proposition:** It is important to highlight the unique and elevated WFO-CRM business value that Verint brings to customers through its acquisition of the customer service/CRM vendor Kana. Much of this additional value, however, falls outside of the scope of this Magic Quadrant.

Cautions

- **Functional omissions:** Verint relies on partnerships for recruitment (HireIQ) and gamification (Badgeville). Its text mining OEM is still in place, but, ultimately, could be replaced with the text engine that came with the acquisition of Kana.

- **Cloud partnership strategy:** Verint's reliance on successful partners (25 globally) for cloud WFO deployments could limit its long-term momentum as those partners begin to develop or acquire their own WFO capabilities.

- **Support responsiveness:** Verint has invested heavily to improve the level of support provided to customers during recent years, but more needs to be done. It was the lowest-scoring vendor in the support criteria cited by references in this Magic Quadrant, yet its own customer experience program shows steady improvement in this area.

- **Reporting limitations:** Customers find the reporting difficult to navigate, and most references specifically called this out. Although there is a central summary data view and a number of import interfaces, the WFM and QM functions have different reporting tools.

Zoom-Teleopti

Zoom is an established U.S.-based call recording vendor. Its inclusion in this Magic Quadrant is the result of an OEM agreement with European WFM vendor Teleopti. Combined, the two vendors generated over $38 million in 2013 (with approximately two-thirds coming from Teleopti), and both are growing rapidly in 2014. Zoom has over 1,200 customers globally and Teleopti over 500, but there are currently only 39 running the combined solution, albeit this is double the number from 12 months ago. The OEM agreement is limited to the U.S., which restricts the solution's viability. But despite this lack of global alignment, both vendors are committed to the relationship, and the solution has been enhanced with new features and cross-function workflows, such as the ability to automatically schedule a training session based on an evaluation. The vendor is positioned as a Niche Player in this Magic Quadrant.

Strengths

- **Core functionality and integration:** Zoom and Teleopti are established vendors within their own functional markets and continue to expand on their core capabilities (for example, Zoom recently launched its own speech analytics solution, replacing its previous OEM agreement with Avaya [Aurix]). Both vendors embrace a "mashup" architecture to ensure their solutions work with any third-party platform, not just each other's.

- **Unified user experience:** The agent and supervisor user interfaces provide a customizable single point of contact for all WFO functions. Power users, however, will still default to the original look and feel of each underlying platform.

- **Customer experience:** Both vendors pride themselves on the service they provide to their customers. They both view it as a key differentiator, and this ingrained common culture was a core enabler for the partnership.

Cautions

- **Global viability:** The OEM agreement is valid only in the U.S., where Zoom is headquartered. In Europe, Teleopti often works with other recording vendors who have a stronger local presence. Teleopti has also recently begun to work with other U.S.-based recording vendors.

- **Limited WFO momentum:** Although sales of the individual functions from each vendor are growing strongly, cross-vendor WFO suite sales are still relatively low. The Zoom-Teleopti ecosystem currently has 39 joint customers.

- **Limited workflow capabilities:** The level of embedded workflow has improved over the past 12 months, but more-advanced aspects (for example, drilling to a call recording from the adherence screen) are still not available.

Vendors Added and Dropped

We review and adjust our inclusion criteria for Magic Quadrants and MarketScopes as markets change. As a result of these adjustments, the mix of vendors in any Magic Quadrant or MarketScope may change over time. A vendor's appearance in a Magic Quadrant or MarketScope one year and not the next does not necessarily indicate that we have changed our opinion of that vendor. It may be a reflection of a change in the market and, therefore, changed evaluation criteria, or of a change of focus by that vendor.

Added

- No vendors were added this year.

However, it is worth highlighting that numerous other vendors were on the fringe of participation this year, and many will likely be viable for inclusion in 2015. Examples include:

- dvsAnalytics

- Envision

- HP Autonomy

- KnoahSoft

- Magnetic North

- Mitel

- Monet Software

- Netcall

- OnviSource

- TelStrat

- VPI

Dropped

- VPI (due to a temporary lack of viable reference customers)

Inclusion and Exclusion Criteria

To be included in the Magic Quadrant, vendors are required to have:

- Financial viability — that is, sufficient cash to continue operating at the current burn rate for 12 months

- A solution that spans QM and WFM, ideally from a single vendor; however, multivendor integrated ecosystems are permitted

- A solution that provides one or more of the following functions: coaching/e-learning, PM, surveying and interaction analytics

- A degree of integration among these core functional elements, such as a single administration environment and prebuilt workflows

- At least $5 million in total revenue during the past four quarters

- Five references that have deployed WFM and QM in an integrated environment during the past 12 months

As the market matures, greater emphasis is being placed on solution integration/unification and WFO customers/references using the entire suite. Embedded analytics is of greater importance, as is a clear strategy for mobile and social alignment and SaaS-based deployment.

The emergence of the omnichannel customer engagement center, reflected in the name change of the Magic Quadrant this year, is also of growing importance, and each vendor's ability to forecast, schedule, record, evaluate and train agents for non-phone-related activities, such as email, chat and social media was more heavily scrutinized.

Finally, as the capabilities within WFO solutions begin to overlap with those of the adjacent CRM and CCI markets, an increased emphasis is being placed on the core agent life cycle in the Magic Quadrant. Thus, aspects such as recruitment, training and empowerment (for example, via gamification) are all of elevated importance. CCI vendors (such as Avaya and Altitude Software) offer viable WFO capabilities as an integrated part of their broader value propositions, but these are primarily via OEM and partner agreements and do not qualify for the Magic Quadrant.

Evaluation Criteria
Ability to Execute

The WFO market is still evolving. Some vendors have in-house-developed solutions built on an established core competence, while others have acquired or use an OEM for the necessary complementary technologies. This creates significant variations in product capabilities, which are reflected in the elevated weighting for the product/service criterion. In addition, the diversity and complexity of a WFO suite place increased strain on implementation and support resources, which often lack domain expertise across each functional area, as well as integration and best-practice workflow knowledge. Consequently, this aspect also has increased in importance. Execution requires more than having an ability to sell siloed functions such as WFM or QM — it's also about the ability to market, sell and support a holistic WFO suite, with the entire organization aligned to do so.

Product/Service: This is an assessment of the depth and breadth of each WFO-related function, as listed above. Beyond their siloed provisions, additional emphasis is placed on the degree of integration and workflow across these domains. A degree of integration is essential for inclusion in the Magic Quadrant. The architectural underpinnings and provision of aspects such as role-based UIs are also evaluated. Credit is given for OEM solutions, but not for reseller partnerships. Support for SaaS is given additional credit, but is not yet essential for leadership.

Overall Viability (Business Unit, Financial, Strategy, Organization): This criterion assesses the ability of the vendor to ensure the continued viability of its WFO suite through demonstration of a strong product development team to support current and future releases, and a clear product road map. The assessment also explores the vendor's financial health, looking at its size, growth and profitability, as well as aspects such as cash reserves and operational expenditures.

Sales Execution/Pricing: This is an assessment of the vendor's ability to provide global sales and distribution coverage of its WFO suite directly and/or through partnerships. Vendors must also have specific experience selling WFO to the appropriate buying center, and offer consistent and comprehensible pricing models and structures, including contingencies such as failure to perform as contracted, and mergers and acquisitions. Pricing structures that support large enterprises and SMBs and in-house and SaaS-based deployments are also important.

Market Responsiveness and Track Record: This is an assessment of the desire, expertise and organizational flexibility needed to perceive evolving customer requirements and articulate that insight back to the market, as well as to create future WFO products in line with this change.

Marketing Execution: This criterion assesses the ability of the vendor to consistently generate market demand and awareness of its WFO solution through marketing programs and press visibility. The clarity, quality and creativity that go into this are just as important as the revenue assigned to generate new leads and reinforce/increase brand awareness. Because some aspects of the value proposition supporting WFO adoption are subtle, additional effort is needed, compared with more traditional software markets.

Customer Experience: This is an assessment of the aspects related to ensuring that each customer has ongoing success with its WFO deployment. Aspects considered include global technical support (direct and via partners), account management, user groups/panels, and customer communities. Each vendor must provide a sufficient number of recent references to prove the ongoing viability and acceptance of its product in the marketplace.

Operations: This criterion explores each vendor's ability to meet its goals and commitments. Factors include the quality of the organizational structure (such as skills, experiences, programs, systems and other vehicles) that enables the vendor to operate effectively and efficiently. This includes management experience

and track record, and the depth of staff experience, specifically in the WFO market. The vendor must have sufficient professional services — in-house or through third-party business consultants and system integrators — to meet evolving customer requirements.

Table 1. Ability to Execute Evaluation Criteria

Evaluation Criteria	Weighting
Product or Service	High
Overall Viability	Medium
Sales Execution/Pricing	Medium
Market Responsiveness/Record	Medium
Marketing Execution	Medium
Customer Experience	High
Operations	Medium

Source: Gartner (November 2014)

Completeness of Vision

Vendors in the contact center WFO market differ significantly in background and vision. Some view WFO as part of an end-to-end contact center solution that includes other CCI components, while others view it as an enterprisewide solution for optimizing employee performance. Consequently, an increased weighting is placed on such factors as market understanding, product vision and WFO-related innovation.

Market Understanding: This criterion looks at the degree to which each vendor understands the needs and wants of contact centers, and embeds them into its WFO product and service vision. Alignment is needed between strategic contact center goals, such as efficiency or revenue growth, and the specific functions and cross-functional capabilities within a WFO solution. Ongoing organizational concerns, such as ease of use, clarity of pricing, reduced vendor footprint, a proven ROI and the desire to develop a relationship, rather than just be a customer, are all still commonly cited.

Marketing Strategy: This is an assessment of the vendor strategy's consistency, clarity and degree of differentiation associated with the positioning of WFO internally and externally to the enterprise, and in line with the company's overall vision and brand values. In the past, several vendors have failed to qualify for the Magic Quadrant due to their siloed functional domain heritage, and a lack of vision associated with WFO and the incremental business value that a unified workflow-driven solution can provide.

Sales Strategy: This criterion assesses the go-to-market approach for selling a WFO product and service directly and through global partnership networks. A diverse range of capabilities, from strategic account management to industry expertise/targeting, is assessed. In an emerging market like WFO, an awareness of the necessity for some customer education about the theoretical role and impact WFO can have is a key part of the sales cycle.

Offering (Product) Strategy: This is an investigation into the strategic direction the WFO product is going toward and the vendor's R&D road map, as well as the positive impact these will have on customers and prospects. For this criterion, we assess factors such as commitment to a single code base, product usability, support for SaaS, OEM partnerships versus internal development for missing functionality, industry specifications and prebuilt workflow.

Business Model: This is an assessment of each vendor's overall business proposition and its commitment to WFO.

Vertical/Industry Strategy: This criterion assesses the vendor's ability to provide out-of-the-box and tailored solutions for specific vertical industries.

Innovation: Some technologies, such as WFM within the WFO market, are mature and, as a result, the potential for significant innovation is limited. However, innovation can still be obtained from the alignment of these agent-centric technologies, so that they act as one solution through unification and embedded workflow. Beyond this, significant scope for further innovation can be gained by extending support for communications beyond audio call recording (for example, email and chat, social dialogues, and the injection of advanced analytics).

Geographic Strategy: This criterion assesses whether the vendor understands the needs of the three largest markets — the European Union, North America and the Asia/Pacific region — and knows how to build a strategy to focus on aspects of the overall market, directly or through partners. It also looks at whether the vendor delivers products and services that are in line with the needs and capabilities of the buying centers.

Table 2. Completeness of Vision Evaluation Criteria

Evaluation Criteria	Weighting
Market Understanding	High
Marketing Strategy	Medium
Sales Strategy	Medium
Offering (Product) Strategy	High
Business Model	Medium
Vertical/Industry Strategy	Low
Innovation	Medium
Geographic Strategy	Medium

Source: Gartner (November 2014)

Quadrant Descriptions
Leaders

Leaders in the WFO market provide functionally broad and deep WFO solutions that can be deployed and supported globally. Their software is suitable for all sizes and complexities of enterprises, and has broad industry coverage. Revenue is strong, and new references are readily available.

Challengers

Vendors in the Challengers quadrant tend to be viable, with good global execution, but lack depth of understanding regarding the true business value of WFO beyond a check-box-type provision for each functional domain. Challengers may lack control of each functional domain, and, as a result, fully integrated workflow-driven capabilities may be more difficult to deliver.

Visionaries

Visionaries deliver innovative and potentially market-changing solutions, but they struggle to meet the needs of all organizations due to geographic limitations, company size constraints and/or specific product omissions.

Niche Players

Niche Players offer solutions that provide associated WFO functionality, but this may be part of a different overall value proposition, or they may lack specific functional domain coverage. Niche Players may offer complete portfolios, but focus on only one size of organization or primarily on one regional expert, with a limited ability or desire to extend globally.

Context

WFO solutions should be embraced strategically within the contact center due to the associated benefits, ranging from a lower TCO to improved operational performance. It may take several years to adopt a unified solution because of existing investments, protracted procurement cycles and chosen vendor maturity, but all contact centers with more than 100 agents should be working toward this ideal scenario.

As the market continues to evolve, it is highly likely that the main providers of WFO software will be the CCI vendors, several of which already appear in the Magic Quadrant and many more of which are expected to qualify during the coming years. However, best-of-breed vendors, such as Nice Systems and Verint, will likely remain, albeit with visions that expand beyond contact center WFO to ensure their long-term survival.

Despite the increase in the number of active vendors in the market, it is far from mature. Although the key building blocks of WFO (QM and WFM) are mature, several vendors rely on third-party technology partnerships to supplement their own functionality to create a holistic suite. The depth of in-house functionality also varies as vendors expand from their core domains into others via R&D. The level of sophistication of these newly created functions often falls far short of best of breed.

Similarly, the depth of integration across the suite still varies enormously and impacts everything, from the provision of the use of a single UI to the ease of upgrade. The degree of out-of-the-box cross-functional workflows available also varies significantly from solution to solution.

Multichannel interaction analytics has matured to the point where adoption should now be considered, due to the insight and business value that can be obtained. It should be viewed as an integral part of a WFO solution, and not as a stand-alone luxury item.

Market Overview

The era of buying stand-alone, best-of-breed, agent-centric technologies for core WFO functions (such as call recording and agent scheduling) is gradually coming to an end. The benefits of a WFO suite approach range from having a single-vendor contract and a lower TCO to removing integration problems, and the incorporation of cross-functional workflow is driving adoption. A few key market facts include:

- WFO adoption has escalated steadily during the past three years, with over 1,500 estimated customer purchases of integrated solutions spanning call recording and WFM in use in contact centers. However, this still accounts for fewer than 10% of contact centers overall.

- Buying all components of a WFO suite as stand-alone purchases will result in a TCO that Gartner estimates to be 20% higher over five years than buying WFO as an integrated suite solution.

- Support for SaaS is just beginning to emerge, with many solutions now supporting multitenant architectures. However, most vendors rely on partners to deliver this deployment mode, rather than owning their own cloud data centers.

- Mobile support for agents has increased significantly over the past 12 months, allowing agents to access personal information (such as their next scheduled shift or evaluation) while away from the office, but few deployments have currently been observed.

- Multichannel WFO in line with the growing evolution toward a customer engagement center is still in its infancy. Most vendors can schedule for chat and email, albeit with some degree-of-accuracy concerns as a result of poor data availability, but few, if any, have a full-blown WFO suite aligned to non-phone-based interactions including social media.

- The agent recruitment process has largely been overlooked by the core WFO vendors, as it is perceived as a stand-alone technology linked more closely to HR. However, there are numerous synergies and best practices that WFO vendors can provide, making this a likely future development/acquisition area.

- Empowered agents, with the right skills, motivation and incentives, are a key organizational asset. The use of gamification can provide an important additional influencer. A few WFO vendors have formally embraced this concept, but they usually do so via an OEM agreement. As work at home (WAH) agent numbers increase, technologies like this will grow in importance.

Evaluation Criteria Definitions
Ability to Execute

Product/Service: Core goods and services offered by the vendor for the defined market. This includes current product/service capabilities, quality, feature sets, skills and so on, whether offered natively or through OEM agreements/partnerships as defined in the market definition and detailed in the subcriteria.

Overall Viability: Viability includes an assessment of the overall organization's financial health, the financial and practical success of the business unit, and the likelihood that the individual business unit will continue investing in the product, will continue offering the product and will advance the state of the art within the organization's portfolio of products.

Sales Execution/Pricing: The vendor's capabilities in all presales activities and the structure that supports them. This includes deal management, pricing and negotiation, presales support, and the overall effectiveness of the sales channel.

Market Responsiveness/Record: Ability to respond, change direction, be flexible and achieve competitive success as opportunities develop, competitors act, customer needs evolve and market dynamics change. This criterion also considers the vendor's history of responsiveness.

Marketing Execution: The clarity, quality, creativity and efficacy of programs designed to deliver the organization's message to influence the market, promote the brand and business, increase awareness of the products, and establish a positive identification with the product/brand and organization in the minds of buyers. This "mind share" can be driven by a combination of publicity, promotional initiatives, thought leadership, word of mouth and sales activities.

Customer Experience: Relationships, products and services/programs that enable clients to be successful with the products evaluated. Specifically, this includes the ways customers receive technical support or account support. This can also include ancillary tools, customer support programs (and the quality thereof), availability of user groups, service-level agreements and so on.

Operations: The ability of the organization to meet its goals and commitments. Factors include the quality of the organizational structure, including skills, experiences, programs, systems and other vehicles that enable the organization to operate effectively and efficiently on an ongoing basis.

Completeness of Vision

Market Understanding: Ability of the vendor to understand buyers' wants and needs and to translate those into products and services. Vendors that show the highest degree of vision listen to and understand buyers' wants and needs, and can shape or enhance those with their added vision.

Marketing Strategy: A clear, differentiated set of messages consistently communicated throughout the organization and externalized through the website, advertising, customer programs and positioning statements.

Sales Strategy: The strategy for selling products that uses the appropriate network of direct and indirect sales, marketing, service, and communication affiliates that extend the scope and depth of market reach, skills, expertise, technologies, services and the customer base.

Offering (Product) Strategy: The vendor's approach to product development and delivery that emphasizes differentiation, functionality, methodology and feature sets as they map to current and future requirements.

Business Model: The soundness and logic of the vendor's underlying business proposition.

Vertical/Industry Strategy: The vendor's strategy to direct resources, skills and offerings to meet the specific needs of individual market segments, including vertical markets.

Innovation: Direct, related, complementary and synergistic layouts of resources, expertise or capital for investment, consolidation, defensive or pre-emptive purposes.

Geographic Strategy: The vendor's strategy to direct resources, skills and offerings to meet the specific needs of geographies outside the "home" or native geography, either directly or through partners, channels and subsidiaries as appropriate for that geography and market.

About Calabrio

CALABRIO

Twenty Years of Product Innovation

With more than two decades of experience under our belt, we know a thing or two about workforce optimization. We're a company that's driven by better. Better people, better products, better performance. We never settle for the status quo, strive to solve problems before they are problems, and aim to take the ugly out of workforce optimization software. And by continually reinvesting our energy and resources into improving the user experience, you can bet **our products are as intuitive and easy to use as they are relevant.**

A Strong History of Product Advancement

Calabrio was founded in 2007, but don't let our youthful façade fool you. We've been deploying customer interaction workforce optimization products like Workforce Management, Quality Management, Call Recording and more since the mid-90's, and spread our wings in 2007 as a spin-out of a contact center system integrator. Calabrio's flagship product, **Calabrio ONE, combines workforce optimization software into one comprehensive and integrated software suite that's easy to implement, use and maintain.**

We know contact center solutions shouldn't come in one-size-fits-all, so we distribute our software through channel partnerships to give our customers the best available fit for their needs. Our OEM relationship with Cisco means you can rest assured we're not the only ones who believe our product is top-notch, and to further our credentials, we are a member of the Cisco Developer Network (CDN) and a gold member of the Avaya DevConnect program.

Our Clients' Successes Define Our Success

Our relationship with our customers goes well beyond the initial installation process. We listen to what they have to say. Really listen. We're not ashamed to say their feedback has resulted in some of our best work. Our community of users is an active and influential one, spanning numerous contact center industries. Our Calabrio User Group is a forum where members can network, share best practices and provide input into our future product roadmaps. Equally important to product effectiveness, we don't shackle our customers with features and so-called solutions they will never ever (not even in imagination land) use. You know, those allegedly "useful" bundles filled with "bonus features!" you're forced to pay for. On the contrary, our solutions are straightforward and applicable.

We complement our products with comprehensive training services and unparalleled customer support. And to prove it, Calabrio boasts some of the highest support ratings in the industry. In their 2011 Service Leaders Awards, CRM Magazine ranked Calabrio as a top vendor for customer satisfaction in the workforce optimization category. Customers surveyed in a recent Gartner Magic Quadrant rate Calabrio a perfect 10 for 10 in support and responsiveness. **Why settle for anything less? Experience the support you need for the success you expect.**

We're Inspired by Intellectual Simplicity

We know something our competitors don't – contact center software doesn't have to be complicated. In fact, use can actually result in a pleasant work experience. Products CAN be personalized to fit the user and the way they want to work. Managers CAN define which metrics mean the most to them at any particular moment. Widgets AREN'T just made for social applications. **We're changing the reputation of contact center software, one desktop at a time.**

Why Calabrio?

- Market Leader: part of Gartner's prestigious Magic Quadrant for Workforce Optimization

- Excellent price to value: Received the top mark for "Pricing" satisfaction in the DMG Consulting 2009-2010 Quality Management/Liability Recording (WFO) Product and Market Report

- Agility: Installation and training takes days – not weeks or months

- Committed to innovation: we won't rest until everyone experiences the joys a simple but powerful solution can provide

- Proven – installed on over 1,250,000 desktops; 3,400+ customers

- Cisco's OEM partner for Workforce Optimization