

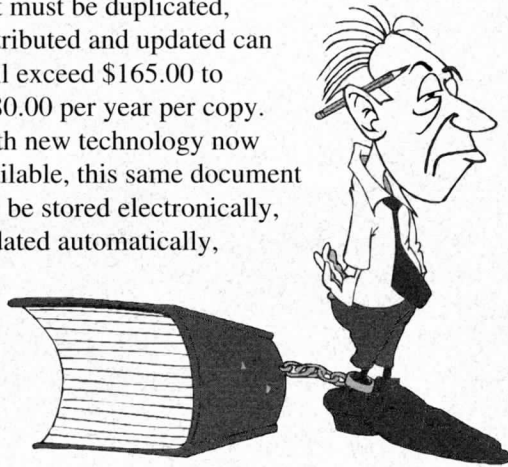


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Paper Books And Documentation Are Anchors

**The cost of book and document
duplication and distribution
plummets as new technologies
take hold.**

The cost of duplication, distribution, storage and retrieval of paper based books and documentation now is the next target of opportunity. The cost of a simple document of 100 to 150 pages that must be duplicated, distributed and updated can well exceed \$165.00 to \$180.00 per year per copy. With new technology now available, this same document can be stored electronically, updated automatically,



retrieved on an as needed basis at a cost that is orders of magnitude less than before.

We recently converted a printed copy of a 200 page policy manual to an electronic book. The process took less than three weeks of effort from idea conception to implementation of the electronic book on-line. The time to print 500 copies of the same book would have been three to four weeks with a good commercial printer or ten days with a "copier store". The printing cost alone would have been \$8,000 to \$10,000 at the commercial printer and \$10,000 to \$12,000 (including binders) at the "copier store". With the initial distribution cost and facilities cost for the file space this cost could easily have climbed to over \$50,000.

This electronic book takes less than 1Meg of storage space on a file server. The users on a 1,400 user system are able to do a complete search of the book with a response time that is

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Your Customer Service Level Can Be Improved

**Most organizations do not have
the tools in place to understand
the functions their users need to
do or to measure customer
service level**

Recently a substantial player in the financial services industry approached PSR needing considerable improvement in their customer service as defined by system response time. They had users who were very unhappy with response time for a simple inquiry being well over 3.5 seconds. The solution of more computer hardware would not solve the problem. The client needed to know what functions the user needed to perform, why and was there a better way to do it.

A unique and powerful tool was developed to simulate the way the user did their job and

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100% Recycled paper

We moved.....

**Santa Monica's Colorado Place is
our new home after seven years in
West Los Angeles.**

After much thought and looking at all of our options, we have moved to new expanded quarters in Colorado Place. The facility is a classic example of what offices of the future



will offer. This along with our new voice mail system will provide both our staff and clients with easier access to each other.

If you are in the area please feel free to give us a call and see our new facilities. ☎

Your Customer Service Level Can Be Improved

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provided IS with a real-time tool showing system performance.

We identified unusual system anomalies, which, when restructured yielded a 30% improvement in system response time. In addition we were able to define the functions the user needed to complete. This in turn allowed the IS organization to re-engineer the application to reflect real business needs.

The tool we developed we call User Vision of Performance (UVP). It allows you to define each individual action the user takes at his/her terminal or PC. We create a script and have the UVP execute the same tasks the user does and create a real time set of statistics of the actual performance of the system.

The tool gives the user a view of how the technology is impacting the job that needs to be performed. The information is communicated in their terms -- not IS terms.

The process that is followed is the same as any typical

Keys to Improved Service

- Know what service the user is getting and expects to get**
- Act quickly to eliminate any misunderstanding**
- Communicate the quality of existing service and the cost of better service**

system analysis effort. The difference is that everything is geared to the end customer service level. There is a three step process that we follow to see that this happens:

- Define what service the user is getting and expects to get
- Act quickly to eliminate any misunderstanding
- Communicate the quality of existing service and the cost of better service

If you would like a full set of reports that were used in this project please feel free to call and ask Robert Laskey (x109) or Gary Ingham (x173). ☎

Cost of Voice and Data Communications Support Functions Is Increasing

The distinction between Voice and Data Communication Functions will be eliminated within the next few years

In a survey of the Voice and Data Communications function of several organizations that had a large customer service function, we found that support costs were growing faster than the rate of sales. The firms in the sample all had between 300 and 5,900 telephone lines. The median number of lines was 2,500. The number of Customers served ranged between 177,000 to 819,000. The capital budget in some cases was up \$10MM for communication cost alone.

There is a direct relationship between the amount of automation and the number of support personnel. While automation (automated attendant and voice mail) is being installed support requirements are high. After automation has been in place for three to six months the number of support personnel declines significantly.

Chargeback is just starting to show its head in many organizations. Aside from direct line calling charges, it does not look like this will be a major element of the future. Many of the larger organizations have already merged voice and data. In those organizations where these functions are not merged, one common thread is a large number of remote offices with the voice segment reporting directly to the operating group.

Service level reporting is in place or soon to be in place in all organizations. This includes some type of call accounting -- even if there is no chargeback.

A more detailed copy of this survey is available. Please contact Dwight Zinn (x170) and he will see that you can a copy of it. ☎

Paper Books And Documentation Are Anchors

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less than a second for a complex inquiry. Any updates to the book can be implemented across the firm quickly and consistently.

The investment needed to implement this is minimal. You have the hardware -- PCs and a LAN. For less than \$15,000 for the software tools and training necessary you can become an electronic book publisher. The most difficult thing will be to get yourself started. If you would like a sample of how to do this call and ask Gary Ingham (x173) to send you a work plan. ☎

**Survey of Large Voice and Data Communications Using Organizations
Fall 1992**

	Survey Organizations							
	A	B	C	D	E	F	G	H
Number of Customers Served	370,000	450,000	819,000	323,000	177,000	225,000	n/a	350,000
Number of Lines	5,900	2,500	1,218	4,000	1,500	300	1,090	2,500
Auto Attendant	YES	YES	NO	YES	YES	NO	NO	YES
Voice Mail	YES	NO	YES	YES	YES	YES	YES	YES
Number of Operators	1	19	2	4	5	4	2	0
Number of Support Staff	5	5	6	9	2	1	2	18
Chargeback	NO	NO	YES	YES	YES	NO	YES	YES
Measure Service Level	YES	YES	YES	YES	NO	YES	YES	YES
Report to IS Management	DATA	DATA	VOICE DATA	VOICE DATA	DATA	VOICE DATA	VOICE DATA	DATA

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Forecast Of The West Coast MIS Job Market

Every week a new company announces another 5,000 to 10,000 jobs are leaving Southern California

by M. Victor Janulaitis

As the summer has slowly gone by, the job market has continued to decay rapidly. The un-employment levels in California are around 11% and office vacancies continue to soar. The Houston area energy slump was not as deep as what we are seeing here now. A recent survey showed that almost 750,000 jobs have been lost in Southern California alone during this recession.

The summer did not produce the blockbusters that Hollywood had hoped for. The real estate market has continued to falter. Financial Services is going slower than ever. The state government came to a standstill while the budget wars were waged. All in all not too bright a picture.

The impact of the lost jobs because of the "incident" is just now being felt. At the same time the damage from the hurricanes has moved the focus of much needed federal funds away from here.

What is needed is a few months (or quarters) without another announcement that a major employer

is going to be moving more jobs to Arizona or some other more "favorable" market. Boeing and the computer companies are not going to be able to carry this market too much longer if the slump continues.

The California budget process was painful but necessary. At least at that level there will be a reduction in state and local government spending. That alone should take some pressure off businesses that need to deal with the ever growing number of non-essential bureaucrats. The issue now at hand is how to get the image back of a go-go state where people want to live and work.

There always is a good and a bad side of each new piece of economic news. For example, the good side of the news was the approval of 44 B2s. The bad side was that Northrop announced the early close down of the program and West Coast jobs because of the small production cycle.

As the peace dividend is seen by the rest of the country, if something is not done the West Coast will drag down the rest of the national

economy. It will be interesting to see what happens after the election. More social programs and cuts in defense programs can only mean fewer jobs for this market.

If the government does not get on the side of business soon we may lose some critical resources for future growth. Airbus is killing

... the job market has continued to decay rapidly...

Boeing, our balance of trade, and tens of thousands of future jobs. Where is the help that only a stronger national leadership can provide?

With all of this in mind we see fewer and fewer good jobs open in Fortune 500 companies. Most of the best jobs are in the smaller to medium size companies that are trying to ride out the election to see what the new administration will bring. For the first time since Jimmy Carter, California will lead the nation to a Democratic president and I think two democratic Senators. We can only hope the change will do us some good.



Published by:

M. Victor Janulaitis

Industry	Prospects Short Term	Prospects Long Term
Aerospace	Worse	Worse
Distribution	Good	Fair
Entertainment	Good	Fair
Financial Services	Poor	Poor
Health Care	Good	Good
Insurance	Good	Poor
Manufacturing	Poor	Good
National Consulting	Good	Good
Service	Poor	Good