



# UPDATE

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## SOCAP Special Affinity Networking Groups (SANGs) Have Arrived!

Food & Beverage SANG Conference Call: December 13, 4:00 pm

Executive SANG Conference Call: December 14, 4:00 p.m.

(Details on **Page 3**)

## NEW from SOCAP!

### A Study in Maximizing Relationships With Internal Customers

*What do your  
internal customers  
get from your  
department?*

*What do you  
receive from  
internal customers?*

Use the results of this groundbreaking benchmark study to discover how other consumer affairs departments work with their internal customers. More than 50 companies participated in this study. Consumer affairs, marketing, operations, research & development, quality assurance, manufacturing, sales, executives, legal, and IT were interviewed to find out how consumer data is collected and used to incorporate the voice of the customer toward improving the bottom-line. Special member price is only \$95. Order online at [www.socap.org](http://www.socap.org) or call (703) 569-3700.

### Sign up now and save with the Early Registration Special 2006 SOCAP Symposium

J.W. Marriott in  
Washington, D.C.

May 7 - 10, 2006

**Deadline is December 31**

[www.socap.org](http://www.socap.org)

### SOCAP Industry Benchmark Studies Underway for 2006

SOCAP is conducting a multi-industry benchmark study of customer contact operations:

Food and beverage  
Household goods and manufacturers  
Retail and Restaurants  
Financial Services  
Health Care and Pharmaceuticals

(See **Page 4** for details)

## Linda Pell Elected 2006 SOCAP Chairman



Linda Pell,  
Senior Director,  
Consumer Affairs,  
Kellogg Company

*(Adapted from acceptance speech, October 12, 2005 at the 2005 SOCAP Annual Conference)*

As we look into the year ahead, we find that SOCAP's core purpose—advancing customer care through education and networking—drives our 2006 goals and objectives.

Our commitment as an organization is to provide increased value to our members by preparing them to cope with the ever-changing consumer marketplace accompanied by a dynamic regulatory environment, high consumer expectations and perennially tight budgets.

A variety of programs make up SOCAP's toolkit—conferences, publications, research, website, chapters – but our programs all depend on member involvement for success. The SOCAP Board believes we can enrich the content of all of our programs by including members in the planning process. We will have ten member-driven committees in 2006 with a goal of 100 members or five percent of total membership involved in a committee with at least 30 new committee members rotating in each year. That's 100 customer care experts engaged in making SOCAP the best it can be.

Committee members will be asked to participate in quarterly conference calls to develop recommendations for the Board on issues relevant to the committee's purpose. This is a chance to give input to SOCAP and make sure you get the most value for your membership dollar.

I am honored to be selected as the SOCAP Chairwoman for 2006 and look forward to including more of you in my professional network.

My message to you is GET INVOLVED. Take home a business card from at least one person you meet at a conference or local chapter

meeting and follow-up with them, volunteer to serve on a committee, take a leadership role in your chapter, join a SANG, submit an article to the publications committee, respond to the call for speakers for a SOCAP conference, share your ideas on how to make SOCAP stronger with a board or staff member, introduce a colleague to SOCAP and most importantly, maximize your NETWORK to ensure that you and your company or organization get a high return on your investment in SOCAP membership.

*For a full transcript of this speech visit:  
[www.socap.org/welcome/presmsg.html](http://www.socap.org/welcome/presmsg.html)*

## SOCAP Membership Elects New 2006 Board Officers and Directors

During the Annual Business Meeting in San Francisco, the SOCAP membership elected officers and directors to the SOCAP Board of Directors, effective January 1, 2006.

Chairman:

**Linda Pell**, Kellogg Company

Chairman-Elect:

**Tom Asher**, Levi Strauss & Co.

Vice Chairman:

**Arthur 'Chip' Rohde, Jr.**, OSI Outsourcing

Secretary:

**Beth Thomas-Kim**, Nestle U.S.A.

Treasurer:

**Susan Baranowsky**, Campbell Soup Co.

Directors elected for three-year terms expiring December 31, 2008:

**Alice Ryan**, BD Medical—Diabetes Care

**Joanne Harms**, CNS, Inc.—The Breathe Right Co.

**Kimberly Boyer**, Coca-Cola North America

**Heather Forbes**, Maple Leaf Foods



# ***SOCAP SANGS HAVE ARRIVED!!***

**SOCAP Special Affinity Networking Groups (SANGs)** are communities of SOCAP members with common professional bonds and similar needs and interests who want to share knowledge through a variety of venues.

## **EXECUTIVE SANG** **CONFERENCE CALL** **DECEMBER 14 AT 4:00 PM**

Open to all members that are in the top position within customer care in a company that produces products or services for mass consumer consumption. Join in the first of an ongoing series of conference call discussions on the theme of **“Bringing Your Consumer Affairs Department to World-Class” – Topic #1: Designing a Strategic Plan for Consumer Affairs That Aligns With Corporate Culture, Tuesday, December 14 at 4:00 pm EST. Call (605) 990-0300, Code: 846927#.**

Some of the reasons to belong to the Executive SANG are 24/7 access to an Executive SANG members’ only page of the SOCAP website as part of a special listserv community, upcoming conference calls on topics including identifying and creating strategic partnerships, maximizing your insights and learnings to maximum corporate advantage, looking the part, communication skills, and more.

## **FOOD & BEVERAGE SANG** **CONFERENCE CALL** **DECEMBER 13 AT 4:00 PM**

All members in the food and/or beverage industry are invited to join in the **discussion on fraudulent, repeat or scam customers and how do we manage the process and how do we detect them.** Learn more about the benefits of joining the SANG community at the upcoming conference call, **Tuesday, December 13 at 4:00 pm EST. Call (605) 990-0300, Code: 846927#.** Some of the reasons to belong to the Food & Beverage Industry SANG are 24/7 access to a F&B SANG “members only” page of the SOCAP website as part of the listserv community, upcoming conference calls on topics including labeling requirements, new email contact regulations in certain States, genetically modified ingredients, coupons (are we using them and problems with duplication, refund policies).

**SANG members are welcome to offer suggestions for topics to discuss, join a virtual book club, take part in special sessions at SOCAP conferences, use the listserv any time you need help, and help create more features for your SANG community.**

## SOCAP Industry Benchmark Studies Underway for 2006

SOCAP is conducting a broad-based multi-industry benchmark study of customer contact operations. This project will update information obtained in previous studies and enable SOCAP to provide members and non-members with the following **industry-specific customer contact benchmark reports** focusing on five specific industries:

1. Food and beverage
2. Household goods and manufacturers
3. Retail and Restaurants
4. Financial Services (banks, insurance, investments, etc.)
5. Health Care (hospitals, medicals devices, pharmaceuticals)

**The studies will benchmark a wide range of customer contact function tools, policies, and procedures, including:**

- ... Customer Relations Departments (e.g., functions and types of contacts received, internal customers)
- ... Toll-free number operations (e.g., volume, service levels, methods of advertising and productivity)
- ... E-contact handling
- ... Budgets and staffing, including use of outsourcing
- ... Performance metrics
- ... Computer software/database development
- ... Customer satisfaction measurement
- ... Telephone technology
- ... IVR/speech recognition
- ... Web applications, including chat, email, self-service, virtual agents

**Contact [lauren@socap.org](mailto:lauren@socap.org) for details**

***SOCAP  
International is  
seeking  
sponsorship***

**Sponsors receive...**

- ... Ability to participate in the development of the survey
- ... Have full access to aggregated data and findings that are not proprietary or related to a direct competitor.
- ... Have the opportunity to submit questions according to your level of sponsorship that are not included in the overall questionnaire. These questions may be specific to your organization and will be provided to you as an ad hoc finding.
- ... A final report of your company's data in comparison to the compiled benchmark data.
- ... Promotional opportunities, including name and logo in the report, name in press releases and invitation email, etc.
- ... Five complimentary copies of the study

## Solid Growth Ahead for Customer Care Services

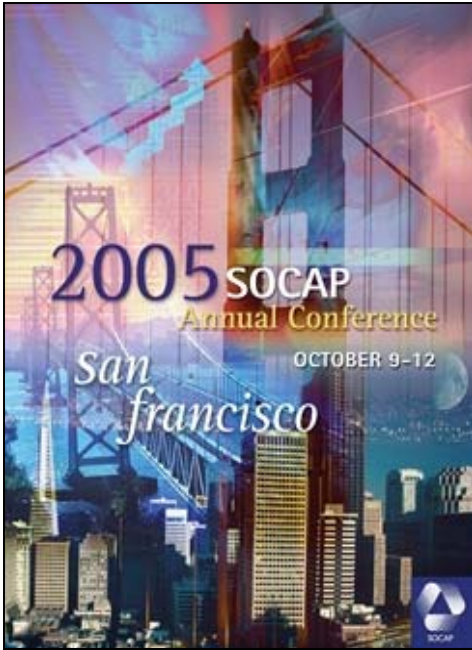
According to a recently released study by IDC, a market research company, the continued strength of the global economy will result in an improved market opportunity for customer care services in the near term, followed by solid growth from 2005 to 2009.

The report, which provides detailed profiles of 27 leading and innovative customer care business process outsourcing providers, finds that customer care services will continue to gain traction over the next 12 to 18 months.

IDC estimates that 2004 worldwide customer care revenues totaled \$45.8 billion, and the market will reach \$83.5 billion by 2009, a five-year compound annual growth rate of 12.7 percent.



"The confluence of so many influential trends means that a new paradigm is emerging around the contact center—an understanding that service providers are leveraging the contact center not just to cut costs, but to help transform customer interaction into a new form of revenue generation and value-laden delivery," states Stephen Loynd, senior analyst for IDC's Customer Relationship Management and Customer Care Services program.



## San Francisco Conference a Hit!

Evaluations indicate one of the strongest SOCAP conferences ever held. If you haven't completed your evaluation yet, you still have a few days to get yours in and be entered in the drawing for three \$100 cash giveaways.

**Deadline is December 19**

Email or call (socap@socap.org; 703-519-3700) to let us know if you need the evaluation form to complete. The form can also be found online at:

<http://www.socap.org/Events/2005annual/evaluation.cfm>

## Creating Loyal Employees

Companies must do a better job creating an environment to keep committed workers, thereby maintaining customer relationships, according to *The Walker Loyalty Report for Loyalty in the Workplace*.

"Real opportunities exist for companies to close the gap between those employees who are merely satisfied (75 percent) and those who are truly loyal," says Chris Woolard, employee loyalty specialist for Walker Information. Companies can offer training and development, and exhibit a strong focus on employees. More loyal employees contribute to customer satisfaction.



Potential customer concerns come into play with new employees who do not have the same rapport with customers. "Customers want to know that who ever takes care of [them] will be the person who will give them the best experience," says Michael DeSanto, vice president of marketing communications for Walker Information.

Front-line employees are mostly junior-level workers who come and go faster than others, but it is important to make them feel they have a relationship with the company so their customers can feel the same way. "All companies are focused on financial performance, but most focus more on customer satisfaction than employee satisfaction, DeSanto says. "What they're not seeing is the effect employee turnover will have on customer loyalty."

*Source: destinationCRM.com*



*Happy Holidays from the staff of  
SOCAP International*



## The Challenge of Ongoing Agent Training in a Multi-Media Contact Center

Opposing forces to ongoing agent training in a multi-media contact center include measurable outcomes and follow-up, training time and delivery methods and resources. Training should be used as a conduit toward performance success.

Measurable outcomes and follow-up allow employees to understand how to improve their customer relationships. Many organizations confuse “information to know for overall context” with true training which includes performance behaviors that are assessable and visible. This confusion muddies how to deliver the message, and behaviors on which to focus. Getting clear about what the agent needs to do or say differently as a result of training is a way to avoid this confusion.

Management needs to agree that training must be a non-negotiable part of scheduling. Most individuals have a maximum absorption level, so breaking training down into shorter, more frequent components accommodates shift and service level requirements. Asking individuals to adopt or change one behavior at a time is more likely to impact retention and application than identifying 20 behaviors to change by tomorrow. There are four basic delivery options for training: group instructor led, self-paced e-learning, learning lab practice, and one-on-one learning. In addition, “on-the-job” learning is often used by call centers with challenging schedules or resources.

When used interchangeably to compliment needs, there is a chance for each to offer a winning solution. The challenge is to have competent resources who are training experts without breaking the budget. Most organizations use a combination of internal and external resources to meet their needs.

By taking the time to address these issues, management will alleviate more costly and time-consuming problems.

*Source: Call Center Times*



## Outsourcing Looks South

Touting Central America as the “new Asia,” pro-business and investment organizations cross the region are talking about the benefits of “nearsourcing”—sending jobs to lower cost locations outside the U.S.—but closer to home. Lured by the ease of working in the same time zone a mere three or four hours' flight away from headquarters in the U.S., many companies have been moving business into the region.

Central America received just over \$2 billion in foreign investment last year, up from an annual average of \$633 million in the first half of the 1990s, according to the UN's Economic Conference on Latin America. “The U.S. will no doubt continue to look to China and India,” says Eric Jacobstein, a trade expert at the Inter-American Dialogue in Washington. However, he adds, “geography does matter,” and, combined with locked-in trade preferences via the Central American Free Trade Agreement, greater “nearsourcing” is bound to occur,” he says.

CAFTA nations are embracing the trend with business-friendly policies and heavy marketing. The leader in attracting outsourcing business is Costa Rica, where 24,500 call center and IT jobs have been created in the past few years. That number is expected to double in the next two years. In Latin America as a whole, the number of call center workstations will hit 730,000 in 2008, up from 336,000 in 2004, reports market research firm Datamonitor.

Not everyone sees nearsourcing as a positive. “We are sorry anytime we lose good jobs here in the United States,” says Thea Lee, the AFL-CIO's deputy director for public policy. Lee disagrees with the argument that sending jobs to Central America will mean fewer illegal immigrants in the U.S. competing for jobs. “We don't believe that more trade will do much to lift people out of poverty. We want Central America to be more stable, but we don't think this nearsourcing will deliver that.”

*Source: CRMDaily.com*

## Don't Miss Your Opportunity to Advance Customer Care Excellence

If you're like me, your career and professional passion have been fueled by the ideas and insights of other SOCAP members. Maybe it's been at state and national meetings, in personal contacts, or through the pages of SOCAP's international magazine, *Customer Relationship Management (CRM)*. (And chances are that you've been sharing a lot of your insights with other members, too!)

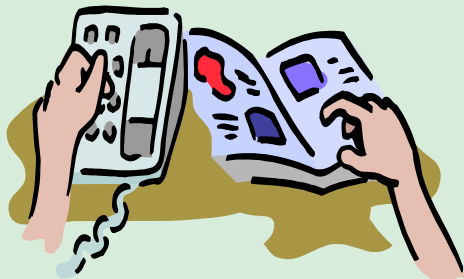
Now you have another opportunity to advance the cause of customer care through SOCAP. More than 15,000 consumer service executives, educators and students read *CRM*. And for many years SOCAP member companies—just like yours—have played an integral role in the continued development of this important publication.

Sponsoring or advertising in *CRM* is a great way to show your support and gain increased name recognition from fellow SOCAP members. You can contribute to all four issues in 2006, or choose any combination of individual issues.

Look for the sponsor form included with the December issue of *CRM*.

Your support and your role in the success of *Customer Relationship Management* magazine is greatly appreciated.

John Cronce, Chair  
SOCAP Editorial Review Committee



## Congratulations!

Thank you to everyone who completed the **SOCAP Brand Survey!**

**Winners** of the drawing are....

**Calvin Klein's new Euphoria Fragrance Collection** (courtesy of Coty/LCI Cosmetics International)

**Judy McKenna**, People Magazine

**Keebler Tree Cookie Jar—filled with Kellogg treats** (courtesy of Kellogg Company)

**Nancy Hammond**, American Honda

**\$50 American Express Cheque** (courtesy of Frito-Lay, Inc.)

**Raymond Banister**, Flagstar Bank

**Sharon Pope**, McDonald's



## 2006 SOCAP Membership Directory

**Be sure to get  
your changes in by**

**January 15**

(Email to [socap@socap.org](mailto:socap@socap.org) or fax to 703-549-4886)

## CSRs Celebrate Customer Service Week at Toyota Motor Sales, USA

By Jay Mahoney

Toyota Motor Sales, U.S.A., Inc. paid tribute to the 247 customer service representatives who are the voice of Toyota to millions of customers. In celebration of Customer Service Week, Toyota hosted spirited team competitions and provided gifts to recognize its CSRs who work the front-line every day to strengthen Toyota's vision of becoming the most successful and respected car company in America.

Toyota kicked off the special week with breakfast, and the week's festivities continued with a Customer Service Luncheon held outside at the firm's Toyota Customer Services Plaza in Southern California. Prizes were awarded and the customer service representatives were given accolades by several keynote speakers—including Toyota's President and COO, Jim Press.



Toyota brought the week to a close by treating its CSRs to dinner and more competition between themselves and their supervisors with arcade games, billiards and electronic darts. The night's final activities strengthened relationships among CSRs and management—improving the respect that the company promotes. Toyota firmly believes that CSRs grounded in the knowledge that their organization recognizes and respects their contribution and individuality, are much more likely to deliver quality customer care.

Toyota's employees all understand that Customer Service Week is every week, a 52-week annual marathon where only hard work and dedication to superior customer service will ensure the type of ownership experience Toyota believes its customers deserve.



## Customer Intent: Profit by Understanding

Businesses are reaching the limits of what they can achieve through process reengineering and traditional strategy models, according to a new Gartner report. "The Next Phase of CRM is a Customer-Intent-Driven Organization" indicates that fifteen percent of organizations will have moved to intent-driven customer strategies by 2010.

"Building an intent-driven organization requires more than just matching the intent of the customer during an interaction with the intent of the organization," says Gartner VP Michael Maoz. "It requires integrating the organization into the customer's life so that the intent of the organization (typically revenue and profit growth) is met while pleasing the customer."

While businesses have become adept at guessing what combinations of their products and services work, standard methods don't always apply when dealing with individuals. "The idea that there is a single correct way to run an organization is valid," Maoz writes. "However, the concept of a uniform approach does not apply in situations where the correct action varies, and is based on the unique and changing needs of the customer."

Maoz notes that smart companies will try to understand why customers use their products or services, as well as how they view the company. "Understanding the customer requires continual monitoring of customers' needs and their relationship with the organization. Create customer process maps, modeling the steps through customer experiences," Maoz advises. "[These maps] must not take a limited, departmental view, but must be seen through the eyes of the customer."

*Source: destinationCRM.com*

## SOCAP Extends a Warm Welcome to New Members

William Adams	Voicecom	Kenneth Epstein	C3/CustomerContactChannels
Julie Ankenbrandt	Gracious Consulting	Renne Erregragui	US Cellular
Mark Anthony	Home Decor Products	Tish Falco	US Commercial Services, DOC
Barry Appelbaum	The Jay Group	S. Mark Feiner	Marketel Inc
Timothy Austin	Philip Morris U.S.A.	Jonathan Fern	Abbott Laboratories
Safraz Bacchus	Estee Lauder Companies	Lisa Fitch	Telerox
Barbara Bachta	Frito-Lay, Inc.	Donald Flinn	Coca Cola
Amy Badenoch	Target Corporation	Susan Florian	Elkay Manufacturing Co.
Lynn Bancroft		Elizabeth Fredrichs	Better Business Bureau of WI
Joel Barch	Delta Air Lines, Inc.	Elizabeth Fuccillo	Pfizer Inc
Denise Barks	Commerce Bank	James Furness	BellSouth
Ben Barnett	Intelemedia Communications	Christine Gehman	Immaculata University
Douglas Barrett	Fusion Marketing Partners	Kim Goff	NIKE, Inc.
Joseph Barrett	Telerox	John Goodman	TARP
Matt Bashaar	Nuance	Melisa Gordon	Marriott Vacation Club Int'l.
Tim Bauza	Sutherland Global Services	Kari Greer	PacifiCorp
Victoria Becker	QA Products Inc.	Sue Grummert	Comm. Data Services, Inc.
Stephen Benjamin	N.C. Dept of Agriculture	Elizabeth Gwynn	Volkswagen of America, Inc.
Jerry Bennett	ACCS	Heather Hagenau	Continental General Insurance
Tom Bichanich	Avtex, Inc.	Christen Hall	Staubach
Todd Blevins	Cadbury Schweppes	Jennifer Hall	Color Resolution Inf. LLC
Nancy Boardman	Voicecom	Gerry Halphen	The Network, Inc.
Bryant Booze	Travel Advantage Network (TAN)	Rhonda Hammond	TriWest HealthCare Alliance
Steve Boyazis	InfoCision Management Corp.	Marilyn Harris	American Psychological Assc.
Valerie Boyd	Radio Systems Corp.	Leslie Haworth	Access Systems, Inc
Karen Branding	Busch Entertainment Corp.	Scott Heller	United Fuel & Energy
Christine Brown	Johns Manville	Joseph Henmueller	Midas International Corp.
Jeannetta Brown-Sims	Cal. St. Teachers' Retirement	Deborah Herbst	Harcourt Education
Scott Cady	Digene Corporation	Mark Hewitt	WRB Communications, Inc.
Patrick Campos	NDC Health Corporation	Eric Hochstein	Mtry of Economic Development
Marianne Carideo	U.S. Tobacco Company	Sheryl Hoffman	E&J Gallo Winery
Michael Carr	Accelerated Performance	John Hoffmann	RQA, Inc.
Eleanor Casey	Source 1 HTMT	Kent Holt	Voicecom
Nobuhle Chamane	Durban Institute of Technology	Jerry Hooks	Voicecom
Eric Christmann	Celerity	Matthew Horton	SITEL
Jason Clement	NIKE, Inc.	Margaret Hughes	Michelin North America, Inc.
Julie Clyburn	Fresh Express Fresh Foods	Vanessa Hutchinson	U.S. Postal Service
Justin Coetzee	Mozambique Cellular	Virginia Johnson	Rappahannock Electric Coop.
Bob Coss	RBH Inc.	Tom Jones	iSKY, Inc.
Tony Courtney	Cadbury Schweppes	Mizanul Kabir	Megaputer Intelligence
Aaron Crane	Astute Solutions	John Kandemir	Telerox
Cathy Cullens	Elkay Manufacturing Co.	Kim Karagosian	IIR
Richard Daley	CallCopy, Inc	Susan Kelley	Gillette
Dean Danielson	Advantis Research & Consulting	Carolann Kemp	Procter & Gamble, Inc.
Brent Davis	The Jay Group	Colin Kish	Time Warner
Katherine Degel	Concur Technologies	Fred Klietz	Graco, Inc.
Danielle Donaphin	Clear Vision Optical Company	Barbara Kneller	ACS, Inc.
Thomas Dugan	Community Credit Union	Margaret Koppel	Aon Innovative Solutions, Inc.
Tracy Duncan-Fraker	Customer Care Institute	Lorraine Koscielny	Sentrx, Inc. Global Drug Safety
Christine Dyhr	The Allant Group	John Kotsiras	Federal Deposit Insurance Corp.
Melissa Emmerson	Sherway Warehousing	Amy Kricena Fenn	Telerox

## SOCAP Extends a Warm Welcome to New Members

Ann Kutter	NYS Workers' Compensation Brd.	Francine Sevel	Natl. Regulatory Research Inst.
Rebecca Labinski	Johnson Controls Inc	Kevin Shimohara	American Honda Motor Co.
Blake Ledbetter	Buongiorno USA	Tom Slaughter	Preng & Associates Inc.
Robin Lemieux	McKesson Automation, Inc.	Eleanor Sloane	Boehringer Ingelheim
Ken Limberg	My-Pipeline	Daniel Sloop	Robert Half Technology
Karri Lough	Radio Systems Corp.	David Slovin	The Network, Inc.
Claudia Lowman	Real Networks Inc.	Broadus Smith	Michelin North America, Inc.
Paul Malton	Cadbury Schweppes Corp.	Gail Smith	Aviva Life Insurance Company
Jennifer Mann	Coca-Cola	Krystalle Snyder	Communications Data Services
Trina Martin	Nestle	Michael Snyder	American Honda Motor Co.
Karen Mastrianni	Aquarium Water	Robert Snyder	Target Financial Services
Stacy McCarthy	The Boeing Company	Cynthia Solomon Barber	City of Tallahassee
Michelle McDonald	Communications Data Services	JD Solomon	Pearson Education
Gillian Medina	Toyota Motor Sales, USA, Inc.	Christopher Stanvick	Omega Management Group
Doug Meller	Eaton Corporation	Michael Steckler	Jim Koons Automotive
Laraine Mesavage	Dreyer's & Edy's Grand Ice Cream	Arnold Stieber	PRM, Inc
Alan Meyer	PacifiCorp	Olga Strilchuk	Ygomi LLC
Renee Midgarden	The Boeing Company	Debra Stringer	RightNow Technologies
Felice Mitchell	Strategic Liaisons Consulting	Bruce Stutheit	Aon Innovative Solutions, Inc.
Deanna Monastiero	Kennedy Western University	Marilyn Suarez	Schick
Linda Monk	NVISTA	Julianne Sudman	Radio Systems Corp.
Andrew Morris	Convergys Corporation	Julie Swenson	Tilia Direct, Inc.
Roberta Moss	Medtronics	Adam Szyrlewski	Polska Telefonii Cyfrowa
Irene Neil	Bacardi USA	Robert Tamarelli	Voice Data Systems
Miriam Nelson	Aon Consulting	Martha Tancil	Amtrak
Tony Nelson	TBN Consulting	Christine Tang	Responsetek
Heather Nipert	Continental Mills, Inc.	Debbie Tate	Black & Decker
Rick Novak	Intelemedia Communications	Kelly Terlikosky	The Jay Group
Jodi O'Brien	Campbell Soup Company	Lonnie Thompson	Philip Morris U.S.A.
Patrick O'Donnell	TantaComm Systems	Michael Timmins	iUniverse, Inc.
Marvin Odell	Delta Dental Plan of Minnesota	Francis Tyszka	Schick
Sandra Opdahl	Midwest Airlines	Art Vallez	Tilia Direct, Inc.
Christine Ori	Barilla America	Greg Van Zandt	Call Center Solutions
Susan Overby	American Express Incentive	Christa Vandarwarka	Molina Healthcare of Washington
Richard Paine	TDS Metrocom	Malayangu Varadan	Source 1 HTMT
Frank Paterno	Voicecom	Ana Venezia	Y-ME National Breast Cancer
David Paull	Advance Communication Grp.	Samantha Villasenor	Kellogg Company
Arthur Pepper	BankUnited	Melissa Vokoun	Nu Vo Communications
Bill Platt	RQA, Inc.	MaryBeth Walker	TriWest HealthCare Alliance
Dan Primavera	ESRI Business Information Sol.	Jeanne Warner	Pfizer Inc
Robin Proud	TDS Metrocom	Marie Watkins	Travel Advantage Network
JoAnne Ragan	InfoCision Management Corp.	Jack Wickes	TantaComm Systems
Kelly Roehm	Eagle Global Logistics	Thomas Wilder	Alabama Gas Corporation
Shawn Rossiter	Levi Strauss & Co.	Patricia Williamson	Tha Taunton Press
Mark Rovenstine	e-Services Group	Gregory Witherspoon	XO Communications
Tammye Rushing	The Comb Group, Inc	Kelly Woodward-Doty	Bob Evans Farms, Inc.
Debra Russell	Starbucks Coffee Company	Donica Zaid	Toyota Motor Sales, USA, Inc.
Frank Sands	Mentor 4, Inc.		
David Schreck	Intelemedia Communications		
Kate Schumacher	Crain Communications		
Andrea Seidl	Morrison Healthcare Food		

(The members listed joined SOCAP between July 16, 2005 and November 30, 2005.)