

eNetwork News



SIA 2008 Summit Growing The Business

*This publication will be sent to members electronically and on the website for members
By: Claudia J. Betzner*

Special points of interest:

- Roundtable review—next Roundtable November 29 in San Jose, CA—call for invite
- New Members, Sponsor
- Crafting Powerful Proposals—Dr. Jim Alexander
- Costs Containment—The Buying Group
- 2008 Summit announced

The Mission of SIA is to serve as a forum where every member can enhance their business and to take collective action for the betterment of the industry whenever necessary.

Over the course of the next few months we will be reviewing the details for the 2008 Summit, which will be the strongest Program to date with Three Keynotes including “Growing the Business in a Demanding Market” delivered by Warren Winterbottom, an afternoon Keynote on Service Excellence, and a Tuesday morning address delivered by Sanford Kahn on The U S Economic Machine—How to Thrive amidst Turbulence.

Other highlights include A Metrics review, survey results and analysis by Nauticus Advisors and a complete “State of the Industry” delivered by Martin Wolf Securities. We will also have a Board Roundtable with open and frank discussions of their perspective on the industry that will give you insight into the Roundtables, two open interactive sessions led by Dr. Jim Alexander and Al Hahn and a final Industry Leader Panel with industry leaders talking about their experiences on how they have grown the business. Vendor spotlight will be on Logistics, Parts, Depot Re-

pair operations and we will have a panel of those during the summit.

You will recall in the 2007 summit one of the liveliest discussions was led by Al Hahn which touched on some of the parts of Business Development. From that discussion over the last year we have analyzed, discussed and identified different components of Business Development.

The SIA Executive Roundtables have focused to a great extent on Business Development, all aspects of it: Revenue, Costs Containment, Staffing and Workforce Needs, Business Development, Metrics—*you cannot manage what you cannot measure*, and Interoperability—how we get platforms to communicate through home-grown software and whether there is a need for a company such as Oracle to develop a Middleware. All of these discussions lead into the annual summit for further discussion. ***The theme for 2008—Growing the Business in a demanding market and the challenges associated with growing the business!***

We heard you, it is more difficult today than anytime in the past to grow your



business. Some choose growth through acquisition, some through attached services, some geographically, some by outsourcing pieces of their structure for costs containment such as accounting and or marketing, some just cut costs in other ways through consolidations of employee positions. All of these will be discussed in length at the 2008 Summit. This is your opportunity to learn some new ways to GROW YOUR BUSINESS.

The agenda and complete registration information is on the website. If you are interested in becoming a “spotlight Vendor” you should contact headquarters right away since space is filling up fast and we only have a few spots left. www.servicenetwork.org



*SIA welcomes
Washburn Computer
Group, Keystone
Memory Group and
Wellington
Technologies as
new members*

New Members

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215 741 4441

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440 268 2440

New Sponsor this year
Oracle Corporation



SIA Website

Take a look at the website, we have a lot of new member benefits on the site such as further breakdowns between Parts companies, Depot Repair Companies and Service Providers. We have also added a specialization on the pop up where your name is located and we are considering hot linking all members.

Have you hot linked to SIA on your website? If not please do so.

You can get our logo at
http://www.servicenetwork.org/sia_logo_buttons.html

Costs Containment - Indirect Opportunities

By: Mark Schiavone, President The Buying Group

Reading this article may very well secure your bonus... do we have your attention?

Most companies search for ways to improve the financial health of their businesses. They have pulled the obvious levers: slashing payroll, consolidating suppliers of direct materials, and streamlining processes. Executives should also be expanding their cost containment focus to indirect costs—expenses such as office supplies, computer equipment, express delivery, telecommunications, etc. Companies have traditionally neglected these lower-cost, high-volume purchases when looking for ways to save money.

Controlling indirect expenses, which typically comprises 10 to 15 percent of a company's spending, should rank alongside new revenue creation and cutting direct costs as the top strategies CFOs are pursuing to improve their business's financial situation.

There are tremendous savings that could be realized if you really focus on

the areas that would otherwise be taken for granted.

So; why don't most companies focus on indirect costs? Their main concern is the amount of time employees must devote to researching and processing expense transactions—time that could be spent on more value-added activities.

Joining SIA's Member Savings Program is one way to focus on these savings opportunities without a large investment of time. The RFP's and research have already been done by our program administrator(The Buying Group). Their collective Buying Power enables SIA Members to obtain National Pricing as well as value added services normally reserved for very large companies. Savings will range by product or service and typically range from 15- 45%. A complete listing of services can be found at www.thebuyinggroup.com

As a SIA Member, there is no cost to join The Buying Group. You may sign up and start saving immediately by going to <http://www.thebuyinggroup.com/sia>. The Buying Group's Mark Schiavone can be reached at 941-330-8050; mark@thebuyinggroup.com

Crafting Powerful Proposals—Dr. Jim Alexander

How to win business over 75 percent of the time

Are you winning new business from 75 percent of your proposals? If not, why not? It might be because you are not applying the fundamental rules of how to craft powerful proposals.

What's the secret? Proposals win when they create confidence and urgency — confidence in you and your organization to deliver the promised goods and enough personal urgency from the client to make organizational and personal changes (which can be painful).

Without developing confidence and urgency, you'll hear the often-contrived excuses that stop selling momentum dead in its tracks: "The timing isn't right just now." "Let's look at it again in six months." "We need to study this further." Or "Your price is too high." Do any of these masked attempts to tell you to go away sound familiar?

Good proposals develop confidence and urgency by: Demonstrating your understanding of the client's situation ;Articulating your responses to meet your client's needs; Mitigating risk

Demonstrate your understanding of the client's situation. *Best Practice:* First them, then you. This is the place to start every proposal: Show a clear — hopefully insightful — grasp of what is going on in the client's world. Without establishing upfront that you have listened and learned, you will not earn the right to react and recommend. The following steps provide a simple but powerful approach:

- A. **Start with issues:** The first words the client reads should reflect your understanding of his or her business issues. Clearly state either the problems that need addressing or the opportunities that require leveraging to improve the client's performance.
- B. **Follow with importance:** Next, show that you understand why these issues are vital for the client to act on.
- C. **End with impact:** Depending on the situation, you have two choices: You can point out what the client may gain by appropriately addressing any issues. Or, you can point out what the client will lose if he or she doesn't handle the situation appropriately. Of the two, the second approach is much more powerful psychologically. Remember, people will work for gain, but they will fight to maintain.

Articulate your responses to meet your client's needs. *Best Practice:* Buyers buy benefits. Yes, you need to lay out a methodology, a step-by-step plan to accomplish engagement tasks, a timeline and so forth. Those are the easy parts. However, many proposals don't follow the fundamental law of persuasion. Make it clear how the proposed actions benefit the client (the planned positive result directly related to the business issues discussed earlier). Always link what you are recommending to what's important. This is not the place to assume that clients will connect the dots themselves, as often they will not.

Mitigate risk. *Best Practice:* Perception trumps reality every time. When addressing the complex and sometimes gooey issues so often a part of professional services, your clients may lack the experience and sophistication required to make "logical" decisions based on facts and figures. This can be a scary, risky situation from a client's perspective. Hence, your clients will look for anything that will help them relate and rationalize their business decisions.

That is why the brand is such a powerful asset when selling professional services. How many of you have had the best solution, faster delivery potential and a better price, but were still beaten by IBM Global Services or another 600-pound gorilla in your space? Of course this is, or should be, a strategic issue of your PSO, but you can do other things to tactically address risk mitigation in developing your proposals.

- A. Always highlight industry/domain expertise relevant to the client. Yes, you want to keep the proposal succinct, but when facing gorillas, don't monkey around! Demonstrate that in your space, you are the expert. A little name-dropping, a mini-case example and some testimonials proclaiming your worth are important components in easing clients' anxieties.
- B. Always provide the credentials of the actual people who will be working on the project. Point out that they are very highly qualified and have done this type of work many times in many organizations just like the client's. Emphasize that these are the actual people who will be involved, as some clients may have been burned in the past when an organization's partner sold the deal, but then green beans arrived on the yellow school bus to do the work.
- C. Always provide a guarantee, and make a big deal out of it. If you are an expert, if you know the client's business and what he or she is trying to do, why wouldn't you guarantee your work? Depending on the situation, you should guarantee specific measurable results, client satisfaction or, at least, the quality of your work compared to best-known methods. A guarantee with some teeth suggests your competence and demonstrates your confidence — both will lessen the client's perception of risk in choosing you and improve your chance of winning the work.



Alexander is providing a Webinar on this Dec 18 at Noon EST - to register go to http://www.alexanderstrategists.com/writing_powerful_writing_proposals.htm



SIA 2008 Summit March 30, 31, April 1, 2008 Mirage Las Vegas

Growing the Business & Challenges in a Demanding Market

Sunday, March 30, 2008

Annual Golf Tournament - Bill McCubbins & Doug Reese, Co-Chairmen
(Shotgun tee off at 11:30 A M Sharp; Cash Prizes; rental clubs will be available)

All exhibits, breaks, breakfast and receptions in Barbados

Welcome and Networking Reception with Exhibitors

Vendor Showcase with promo opportunities and giveaways. Spotlight on Sponsoring Vendors

Monday, March 31, 2008

Monday Breakfast and Breaks sponsored Event
Continental Breakfast with Table-top Exhibitors

General Sessions in St. Croix A

Welcome

SIA Exec. Dir., Claudia Betzner, Summit Moderator

The Moderator will discuss the 2007 annual meeting and 2007 Executive Roundtables, what the association found from the roundtables and why we are focusing on Growing the Business for the 2008 Summit

Keynote Address – Business Development – Growing the Business in a demanding Market

Warren M. Winterbottom, Principal, *gtmAdvisors*, LLC

“Success is a peace of mind which is a direct result of self-satisfaction in knowing you made the effort to become the best of which you are capable.” – Coach John Wooden, ret., 2005

Mr. Winterbottom has earned a reputation for credibility, professionalism and integrity through 25 years of executive and international management experience in the engineering, scientific, healthcare and computer graphics markets. He is the founding principal at *gtmAdvisors*, LLC, a management consulting firm specializing in developing profitable “go to market” strategies and programs for high-technology companies.

www.gtmadvisors.com



State of the Industry—Martin Wolf, President & Founder Martin Wolf Securities

M & A activity, growth, consolidations, an analysis of what it means; how the Service Industry and Customers have changed; Latest Technology that is changing the customer wants and needs;

Break (During the break questions will be gathered for the Panel)

SIA Roundtable – SIA Board members discussing Perspectives on Market Changes & dynamics of the marketplace. The goal is to present the spirit of the board meetings and roundtables. John Rinas, Moderator; Chuck McNew, CEO Halifax; Peter Brooks, President ISS Solutions; Rich Guglielmo, COO AMCOR

- **Service management system Interoperability – middleware**
- **Growth**
- **Metrics**
- **Business Development**
- **Workforce – training & staffing,**
- **Costs containment - restructuring**

Lunch



**If you have not
taken advantage of
The Buying Group
Consortium, you
are missing an
opportunity to
save money.**



Keynote—Service Excellence; Tactics & Impact of Growing the Business

Roundtable Discussions and Brainstorming Session on Business Development:

Al Hahn, President Hahn & Associates - Facilitator

(Interactive break out sessions with facilitators and results presented back in meeting)

Attach Services - Growth - Business Development

Summary of Days Events and drawings

Reception and Networking Social - Attendees with Exhibitors – **sponsored event**

Tuesday April 1, 2008

State of the Association - John Rinas, President

Keynote – Sanford Kahn www.businessspeaker.biz

The U.S. Economic Machine: How to Thrive Amidst Turbulence

Who owns the future?

The future belongs to those individuals who can quickly discern, adapt to, and exploit the unpredictable movements in the turbulent flow of life. The future does not belong to the big or the small, but to the **swift**.

- The seven deadly business sins
- Mega trends - where we are and where we are going
- How to maintain and increase market share
- Understanding the Federal Reserve Bank - tight money vs. loose money
- Economic signs - how to spot emerging trends
- China vs. the United States - how will this impact our prosperity?

The Law of Le Chatelier - a law governing the movement of market economies and the impact on you

Metrics & Costs Ratios: Examples of information to be revealed: (Revenue per Full Time Employee as well as Net Profit per Full Time Employee plus many other metrics and ratios developed from the SIA Roundtable and Members) Data from the Member web survey will be revealed with an analysis of the data

Adam Strichman, V P Nautilus Advisors, Facilitator

Break

Growing your business through Profitable Parts Planning;

A panel of various Parts & Logistics providers

Lunch sponsored

Staffing/Workforce issues (Enoch Timothy, CEO Paladin; Doug Morse from Oracle)

What are the staff needs; training, etc. –What are the culture differences,

Different countries – develop mentors for staff development; what do you do about

The aging population of technical expertise in Medical and IT – how will you replace

Your existing staff when they retire?

Roundtable Discussions and Brainstorming Session on Business Development:

Dr. Jim Alexander, President, Alexander Strategists Group

(Interactive break apart sessions with facilitators and results presented back in meeting)

- **Costs savings/containment to promote growth** Examples such as tax credits for certain employee classifications,
- **Infrastructure to promote growth** – Does your company have a Scalable Infrastructure - your internal systems, processes and staffing, set up for increased growth (when business goes up) or can you downsize (when business is bad).
- **Restructuring** - could you get rid of accounting or marketing and outsource cheaper, etc.

Final Panel of Industry Leaders

Discussion on what they are doing to Grow the Business – **Their actual experience: Randy Parks, Facilitator**

Joe Barna, President & CEO CDE; Frank D'Alessio, President, Maintech; John Hamilton, President

Service Strategies; Medical OEM; CEO Masterplan

Wrap Up

Dinner and Networking Social –



Roundtable Review

Recap of Executive Roundtable September 13, Chantilly VA—Northrop Grumman Headquarters

Metrics & Costs Ratios—Adam Strickman, V P Nautilus Advisors

■Session participants captured the categories of what should be measured & developed metrics priorities; Nautilus will develop the format for a web survey for the data collection of the SIA members on the SIA website anonymously. The data will then be analyzed and the findings presented at the annual summit – results of survey plus the analysis—The Next Roundtable will be November 29, 2007 in San Jose, California. The topics will be Workforce—Staffing needs and Costs Containment. If you would like an invitation contact me 619 221 9200 or shoot me an email.

Framework –

- High level metrics include ANY spend per employee. In actionable – dependent on the individual company. No one size fits all.
- Mid level – Service Level Metrics. e.g. total cost per desktop, help desk call very actionable – can be specific.
- Detailed Metrics – Average talk and wrap time on help desk – hits internal efficiency, costs.
- Revenue per employee – good one to measure
- Break apart client metrics needs from your metrics needs
- Metrics should be segmented by industry group: Medical should be (1)In House (2)Field service
- IT spend per employee – varies. Possibly similar in our industry – service. Customer facing metrics - First time fix rate, measure on customer side. Revenue per call. First fix – (repeat calls)
- Metrics are driven by customer to provide statistical analysis – what’s breaking and why – where are no fault founds? Real time data wanted.
- First Day Repair Completions a major metrics
- 90% SLA Compliance
- Customer Sat – Would they refer you to someone else as major criteria
- Both internal and client facing. SLA compliance does not necessarily mean customer sat.
- Measure how long parts last – MTBF – why fail, are stores abusing product? impacts profitability.
- Internal vs. External customer facing metrics
- Track to focus on is internal measures that carry across industries. Revenue per “event” define event. Rev per calls rev per employee, client transactions can be unique to each business or sector.
- Go with common ones.
- Framework needed. Benchmarking comparables is key.
- Focus first on high level
- Revenue, sales per employee,
- IT spend per employee, application development spend per employee,
- Canned list –
- Gross margin percent, new margin – overall or by business unit.
- Unless you do everything yourself, throw revenue per employee out the window.
- EDIT Cost to deliver per unit.
- Returns during warranty
- Segment by industry.
- Define customer as end user
- Define early trend to problem area as “the Event”
- More profitable customer is happier customer.
- Some of this data is sensitive – in closed group – SIA – info still must be de-identified.
- Medical varies e.g. help desk on the fly, difference between pm, in house repair, field service; The Medical Group of SIA will identify
- First day completion – 24 hrs.
- % SLA compliance.
- What are SLAs? – as a question.
- What percent of the time do you meet it?
- First attempt fix – what’s the percentage?
- Parts consumed per service call.
- Customer for customer facing should be end customer only.
- Event satisfaction is key – outliers are key – why unsatisfied or what has delighted them? – a 1 requires intervention to find out why.
- External customer sat – Retention - renewal rate.
- Adam will put up some 15 or so questions to circulate to this group and other selected members—the survey will then be sent to all members for their input



Roundtable Review Continued—Session Two

Sales Growth: Challenges and Opportunities—Developed by Doug Reece, Sr. V P Halifax; facilitated by Bill McCubbins, COO POSDATA

- IT market is flat at least in North America
 - Big companies affected as well as small, redeploying resources.
 - Attached services, even subcontracted out, e.g. depot.
 - Is your company scaleable – can accommodate growth up or down
 - Project mgmt now a part of depot repair
- What are people doing to increase sales?
- Retail market – expanding from IT sector that was static. E.g. grocers as acquisitions to pick up market share; set up to offer rapid response
 - People in retail appreciate rapid response. IT does not appreciate it. – want to pay for it.
 - Retail margins tight –expanding to other areas.
 - What attached services are people putting in now? Wireless networks; imaging terminals, foreign mfgs service centers in the US Some getting into travel industry, Slow growth, Self service side, multi vendor,
 - Retail is big. Traditionally, supporting product. Now moving to total support, includes soft support – demanded by customers (stores).
 - Work with new technology mfrs to support their service needs. These firms don't think about service.
 - Access control is attachable service, security.
 - Customers want total service support – customized solutions
 - Sell your services to new tech companies
 - Don't know what need is until its there – focus on the customer
- Margin pressure?
- CEO wants one source for all support. Buyer has that at bottom of the list – price is on top of list.
 - Service costs center for mfgs is hard
 - Costs center top of list for C-Level; Pricing top of sales list
 - Sell value as high up the food chain as possible
 - Today 70% of sales is for 3rd party not end user – major change from 10 years ago

Attracting sales talent that fits your business model

- Technical sales force is aging. How to get young people interested in Service selling?
 - Changed commission program to include reduced residual commissions, but you have to be on quota to get the residuals – commission is recurring or retention incentive.
 - Skill set different from product? – good core sales skills can be cross trained. Client relationship skills key. Sales talent effective in technical environment – important to speak customer language; low tech Wal-Mart, Costco very different in retail where no tech is required
 - ROI on a salesperson – Watch them closely if no progress pull the plug, but expect at least a year for ROI and possibly higher.
 - Great service can generate more rev – up selling warranties, etc.
- Experience sales people 12 months – some pull plug after 90 days
- 5.5 sales people – 2 retired OEM people. Some have work left in them. Make up the half . Training is a priority – Operations managers also being trained in sales. Compensation same as for full time sales people – just no benefits. Trying to be flexible – success on all fronts. Best salesperson came from Car industry.
 - There will be a ton of people available from retirees Boomers
 - Ideal work force for peaks like help desk.
 - Large pool of service techs coming out of areas where businesses like FedEx located.
 - Virtual work forces are the next big thing.
 - Tech support is virtual – they don't need to be in the same room anymore.
 - Creative deliver of parts – Redpack to virtual locations – WaWa market
 - Independent commission only contract sales people – mixed results so far. – Already own the customer? They are great or for prospecting
 - Flex workforce being used by major corporations, some old, some young
 - Inside sales can sub out – look at sales people in other markets
 - Do company wide blitz once a month where everyone in company does sales calls. Market Star – Used by some - More costly than inside group. Initial test outperformed inside. Then inside kicked up a notch.

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