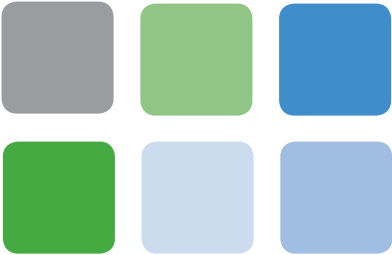




LISTEN, ANALYZE, RELATE, & ACT

TOWARD A MORE EFFECTIVE UTILIZATION OF SOCIAL MEDIA





LISTEN, ANALYZE, RELATE, AND ACT ON SOCIAL MEDIA

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I THE CHALLENGE OF SOCIAL MEDIA

Almost no one can dispute that the rise of social media is becoming a growing factor in how companies interact with customers. With over 100 million blogs and web forums in the English language alone and over 34% of bloggers talking about specific products,¹ customers are going to each other, rather than your company to understand products and ultimately make purchase decisions. Companies are no longer in control of their brand – the customer is. And the conversations are happening in droves. More than 100 million users log on to Facebook at least once each day. There are more than 50,000 active threads on Trip Advisor during a typical week. Over 325,000 new posts are posted to BabyCenter every week. And Twitter? 1.9 million tweets are sent in a typical day.



Your brand is being discussed by your customers online every day.

Social media has changed the way customers and companies interact with one another. Suddenly, questions that were once clear within organizations become less clear; questions such as:

- Who ultimately owns the customer relationship?
- Does who owns the customer relationship change according to the interaction medium the customer chooses? (web form, Twitter, call center...)
- Do you have a process for tracking and understanding your customer relationships across different channels?

In addition, there is now a wealth of information in social media that is available to an organization. However, this information has a high signal-to-noise ratio, and one department's "noise" can often be another department's "useful information". How do you balance the volume and chaos of social media communications against more "trusted/scientifically valid" sources like surveys and focus groups?

This white paper explores how companies can more effectively **listen** to social media, **analyze** that information, and **relate** it with other internal information to gain insight into customer opinion and issues. It discusses how organizations can more effectively **act** on social media interactions, accurately reporting on concerns and sentiment, responding to their customers, and growing their knowledgebases by repurposing "expert" advice from forums to better serve customers.

II LISTEN

In the past, companies controlled their brand by communicating to their customers via their advertising, packaging and product presentation. Customers made buying decisions based on media campaigns, marketing brochures and company web content. They might have asked a neighbor or a friend, but their decision making process was mainly limited to company-controlled messages. As a result, companies were in control of the flow of information to customers and to a large extent the general perception associated with their brand.

But today, a power shift has taken place that has dramatically changed how customers evaluate products and services. Customers no longer rely solely on the messages they receive from company-controlled marketing content or the limited

1. Pew Internet & American Life Project



opinions they get from their immediate network; instead, they go to the internet and get the opinion of millions in order to formulate purchasing opinions, review the opinions of other customers, and purchase online without leaving the comfort of their computer.

This shift in decision-making processes brings unprecedented power to the customer – and can dramatically impact your brand equity if you are not actively managing these “customer conversations.” This shift in the market place began several years ago with the advent of online retailers like Amazon and others which gave customers the ability to evaluate products independently, post reviews online, and make buying decisions based on the feedback of other customers. A five star rating and favorable comments compel customers to buy, while negative reviews often send customers elsewhere.

This “social” decision making has continued to gain momentum with the exponential growth of web forums like epinions and CNET, customer communities like those powered by Lithium, and social networking sites like Facebook, MySpace and Twitter. Whereas word-of-mouth was once limited to casual feedback over coffee or an informal chat at the office water cooler, customer experiences and perceptions are now shared worldwide amongst a multitude of visitors to blogs, web forums, chat rooms and product review sites. Just a few years ago these discussions were limited to high involvement consumer products like cell phones, vacations or cars, but now they are about virtually everything – from software to baby food, cereal, clothes and more.

As a result, the customer has unprecedented control over a company’s brand. Social networking has made it easier to share perceptions freely, anonymously and without geographic boundaries, and economic conditions have forced customers to be ever more fastidious in researching the experiences of other customers before they buy. In our wired world, what customers say online can have a significant and immediate impact on your brand equity.



One person's opinion affects many others' purchasing decisions.

Through its sophisticated combination of listening posts, crawlers, adapters, and web agents, **Attensity** provides a listening platform for monitoring the market buzz found online in twitter, web forums, blogs, product reviews, and more. This customer generated media (CGM) contains valuable information about products, services, issues and general customer sentiment, and can commonly be called “First Person Intelligence”.

Why do you need First Person Intelligence? What sort of insights can you gain? It's easiest to explain using some examples.

- One small airline receives 500 emails per day, which totals approximately 65 percent of the company’s direct, unsolicited customer feedback. Flyers also tweet from the gate and post reviews on sites like AirlineQuality.com. Nearly every communication tells a personal story about someone’s flying experience: stories that can help the airline decide on everything from pricing to in-flight services to marketing programs. For example, one customer posted that “The extra fee for extra legroom is worth paying if you are 6ft 3 like me, and I would gladly pay another \$30 for a bit more width too!” No one is going to say that in a direct survey.
- Dave Winer - a pioneer in the development of Weblogs, syndication (RSS) and Web content management software - recounted in his blog, Scripting News, the shock of learning that an out-of-warranty hard drive would not be returned by a company-owned retail store after he paid for a replacement. Comments on the entry, totaling almost 100 after only two days, discuss the minutia of terms and conditions listed on the back of the repair order, positioning by store employees of the policy, countermeasures customers could employ and a host of other details worth analyzing by any company eager to understand and more cost-effectively meet the demands of loyal customers.



- Amazon.com has almost 1,500 customer reviews of the Linksys WRT54G Wireless-G Router, many of which detail users' technical challenges regarding the setup and successful operation of the wireless Wi-Fi router. Linksys, a division of Cisco, has its own support forum on its Web site for users, but the most popular posting on that site about the WRT54G generated only 133 comments. Amazon.com's 1500 reviews are significantly more than that - all of which are being missed by the company's engineering, marketing and customer service departments if only their own sources are considered.

This input is almost all first-person narrative. The first-person narrative is a literary technique in which a story is narrated by one character who explicitly refers to himself or herself using words such as "I," "me" or "we." The intensity of tales told in the first person can be striking and the detail amazing, especially when the person narrating has something to say about your product or service.

In designing the optimum listening program around all of this first person narrative, companies need to ask themselves such questions as:

- What channels are you listening to today?
- Have you missed any opportunities for conversation?
- If so, which programs do you need to develop and enlarge?
- Based on their demographic profile and other information, where are your customers most comfortable communicating with you? Surveys? Social Media? Web Communities? Your call center agents?
- Have you brought together all of the different constituents within your company (marketing, customer service, sales, etc.) who might have a vested interest in a listening program?
- What are each of their goals for using the information you've gathered?
- How does each of them plan to measure the success of your listening program?

Once you've explored these questions together with your Attensity representative, Attensity's team of business experts can then help you determine the most fruitful sites and sources to monitor, along with recommending the best tools to perform that monitoring, based on years of experience in a variety of industries ranging from airlines to customer packaged goods to financial services and beyond.

III ANALYZE

Most social media monitoring tools use fairly unsophisticated keyword analysis for reporting. While measuring the occurrence of keywords can be useful for initial "first glance" reporting on general buzz, it begins to be inadequate for C-level and analyst-level actionable information analysis. In order to make information in social media actionable beyond simple buzz measurement, you need to be able to automatically analyze and extract cries for help, compliments, complaints, at-risk behavior, intent-to-purchase behavior, conditional behavior ("if it did this, I would do that"), and so forth. You also need to be able to do deep clausal sentiment analysis.

Transforming text into true "First Person Intelligence" requires accurate text analysis technology. The difference between technologies really comes down to one basic thing: letting the text itself tell the story, as opposed to pursuing a "search" paradigm, where the user instructs the system on what to look for.

ATTENSITY IN ACTION: CONSUMER PACKAGED GOODS

One of Attensity's CPG client's "Digital Detective" program began with one consultant doing manual searches on websites for "cries for help" from their customers.

This consultant would then reach out to each customer with an issue via e-mail with an invite to call a toll-free number for assistance. Over 400 customers were identified and contacted within a short time, and many of those customers posted positive follow-up comments to their initial negative posting, praising this client for its proactive approach to resolving their issues.

It became apparent that a single consultant could not handle the volumes of customer outreach, so they engaged with Attensity to utilize its Voice of the Customer product to monitor and report on product discussions and concerns posted on major retailer sites, customer sites, and other social media.

Through this, the client has gained greater insight into the perception and issues regarding not only its own brands, but competitive brands. They are more able to proactively respond to customers with issues, report on customer conversations to upper management, and stay on top of industry trends.



Together, Attensity's automatic "voice" extraction, together with Attensity's Exhaustive Extraction, make it easier to **accurately** and **comprehensively** structure text for downstream actionable understanding of social media and other customer conversations. Attensity starts with the text itself, automatically extracting and revealing information contained directly within the text, which can then be "dragged and dropped" into categories if desired. Contrast this with other systems that require the generation of lists of terms to be tracked. With these sorts of systems, poor precision and recall often result, and opportunities for learning are missed. For more information, consult the *Why Accuracy Matters: Can You Trust Your Data* white paper.

Attensity's Text Analytics technology - called "Exhaustive Extraction" - is uniquely tuned for this first person feedback. It automatically extracts valuable data from free-form conversations and combines it with structured data to quickly generate accurate, analysis-ready data sets that unlock the unique value contained within the text. The combined data can be explored by business intelligence tools and Attensity's analytic applications to gain a greater understanding of the information that was previously hidden in vast amounts of unstructured data.

The technology allows users to extract and analyze facts like who, what, where, when and why and then allows users to drill down to understand people, places and events and how they are related.

Attensity also makes use of automatic *Voice Tags*, which refer to additional information about an Attensity extraction that can change its meaning. The change can be subtle or extreme, and provides customers crucial insights into their data.

There are 7 different Voice tags that Attensity provides:

1. Question [?]
2. Conditional [if/then]
3. Intent [intent]
4. Negation [not]
5. Augment [more]
6. Recurrence [again]
7. Indefinite [maybe]

Question [?] voice indicates that the sentence from which the fact was extracted was in the form of a question.

How can I get free shipping with future orders?
free shipping : get [?]

Condition [if/then] voice can be utilized to find these priceless customer service opportunities to mitigate circumstances and to persuade customers to retain their loyalty to the company. Conditional voice is useful for providing insight into needed areas of improvement,

ATTENSITY IN ACTION: TRAVEL

New York-based JetBlue Airways has created a new airline category based on value, service and style. Known for its award-winning service and free TV as much as its low fares, JetBlue is now pleased to offer customers the most legroom throughout coach (based on average fleet-wide seat pitch for U.S. airlines). JetBlue is also America's first and only airline to offer its own Customer Bill of Rights, with meaningful compensation for customers inconvenienced by service disruptions within JetBlue's control.

JetBlue Airways currently uses Attensity's Voice of the Customer application in its customer service organization to uncover customer issues, requirements and overall sentiment about the airline. The company's initial project demonstrated a significant ability to find key information about customer sentiment and tangible data around how to augment its services. JetBlue uses Attensity VOC to proactively manage and analyze all freeform customer feedback to improve service, marketing, sales and the products they offer.

"From our Customer Bill of Rights to our customer advisory council, JetBlue is dedicated to bringing humanity back to air travel," Bryan Jeppsen, Research Analyst Manager said. "One of the best ways to do that is to listen — truly listen — to our customers. Our commitment with Attensity enables us to mine subtle but important clues from all forms of customer communications to continue improving all aspects of our company. We're eager to learn as much as we can, and we're excited to have Attensity's simple to use yet sophisticated software at our service."

JetBlue Airways customer service analysts use Attensity VOC on a daily basis to cull insights and actions from customer feedback. "Attensity Voice of the Customer offers us the unprecedented ability to automatically extract customer sentiments, preferences and requests we simply wouldn't find any other way," Bryan Jeppsen, JetBlue research analyst, said. "Attensity VOC enables us to intelligently structure, search and integrate the data into our other business intelligence and decision-making systems."



I would shop much more frequently if you offered free shipping.

free shipping : offer [if/then]

It would be nice if you offered a coupon on occasion like Mervyn's does.

coupon : offer [if/then]

don't send coupons if I can't use them that day

coupon : send [not] [if/then]

The function of the **Intent [intent]** voice is to depict people's intentions or desires. This voice gives heightened insight into voice of the customer as it reveals what a person wants, threatens, or tries to do.

I plan to shop here often.

I : shop [again] [intent]

I plan to place an order today.

I : place an order [intent]

The function of a **Negation [not]** object is literally to negate the meaning of the verb:

I didn't find what I was looking for.

what I was looking for : find [not]

did not have the wii I was looking for in stock

wii: have [not]

The **Augment [more]** voice detects emphasis and helps differentiate between degrees of sentiment

The staff were incredibly professional

staff: professional [more]

Your selection is extremely limited

selection: limited [more]

The function of the **Recurrence [again]** voice is to indicate that the action in the sentence has happened before, or is happening in an ongoing, recurring fashion. Additionally this can denote a lingering issue.

Your prices are still high

price : high [again]

I had to enter my information several times for the order to process

Information : enter [again]

The **Indefinite [maybe]** voice can be used to represent suggestions or requests.

You should open Amazon bookstores, too!

bookstore (Amazon): open [maybe]

i wish you would offer incentives like coupons.

incentive : offer [maybe]

Together, these automatic voicings, together with Exhaustive Extraction, make it easier to **accurately** and **comprehensively** structure text for analyst and executive-level analysis and reporting.

For more details on Attensity's unique analytics capabilities, request the *Why Accuracy Matters: Can You Trust Your Data* white paper.

IV RELATE

Next, you'll want to relate the information in social media to other information about customers, products, locations, and market data. Information gathered from social media text fields then needs to be related to both structured information within those social media sources (for example, feature ratings on a product review site, demographic information, etc) and to other information within



an organization. This allows for deeper exploration of feedback, revealing the “whys behind the numbers”.

You will want to examine the structured data that exists within your organization and relate the newly uncovered information with that structured data, to reveal the why’s behind the numbers. This can help you break down the informational silos that exist in your organization. For example, if you uncover that your customers are having an issue with a particular product component, you can relate that to ERP information on what products that component is used in and to CRM and Sales information on how many of that component exist in the field, and deduce what related components or products might also be affected. Or you might want to better understand how the content or sentiment expressed in customer emails affects call center time-to-resolution time, or how various actions affect your net promoter scores.

Unlike many social media monitoring solutions that only allow you to see what’s in social media conversations, Attensity enables side-by-side analysis of social media along with internal customer feedback in emails, surveys, private web communities, service notes and chat sessions. The application goes beyond “buzz measurement” to provide a unified view and deep analysis of all of your customer conversations: sentiment, issues, and root causes.

V ACT

While many people understand the importance of monitoring social media (it seems every day there is a new twitter tracking service launched), it is more difficult to be able to go beyond monitoring to action. Being able to act on information coming in through social media requires that you be able to mine and report on the information, route and respond to the information, and reuse and deliver the information to those who need it. You need to consider a wide variety of questions. Who needs to know about the information? How quickly do they need to know? How do they expect to receive the information?

For example, if a person tweets ‘I’m sitting in Starbucks, my latte is icky’, you don’t really know enough to fix the problem. Where is the customer? What store? Who served it? Is the shopper a frequent customer? How often does he shop there? Is the problem endemic at the store or just a transitory problem? How many other people feel the same way? Is this data borne out by declining sales figures? Are people complaining about their lattes in surveys and web communities, etc?

Attensity is the first and only company that accurately “reads” customer conversations to deliver a complete Customer Experience Suite, with applications to monitor, analyze, route, respond to, reuse, and deliver information in emails, documents, call notes, surveys, FAQs, forums and social media.

VI MINE AND REPORT

Attensity Analyze transforms text in social media, emails, web forums, surveys, CRM notes, and other sources into actionable information with native dashboarding capabilities that reveal sentiments and trends. It provides a complete picture, integrating structured and unstructured data from all of your customer-oriented systems for analysis. An out-of-the box discovery and reporting environment and industry-targeted starter sets allow fast time-to-value. It also works with your existing data warehouses and business intelligence systems, such as Teradata, SAP BusinessObjects, and MicroStrategy, enabling you to connect silos of customer conversation information.

Use Cases for Attensity Analyze for VOC

Net Promoter™ and Performance Analysis

Understand the “why” behind customer satisfaction and Net Promoter™ scores to determine what actions could be taken to improve scores and drive customer loyalty. Understand more about survey results than just *everyone’s rated us a ‘3’, what does that mean?* See at a glance why a certain store is performing poorly, why a hotel property is getting poor ratings, or why customer satisfaction with your latest phone has gone up over previous models.

Sentiment Analysis

Understand how customers truly feel about your company, brand, products, features, services, and offerings. Use these insights to identify the top and emerging issues of unfiltered customer sentiment that they might not articulate to you directly, but might share with other customers and prospects in online forums and blogs.

Call Center Optimization

Gain an early understanding of emerging customer issues and trends and optimize call center activities by mining the unstructured wisdom captured in support emails and call center transcripts. By combining Voice of the Customer with Attensity's Response Management solution, you can not only mine emails, calls, and more -- but you can also automate up to 100% of the processing of all text-based inbound and outbound customer communications, reducing operational costs in your contact center.

Launch Monitoring

Gain an early view on how new product introductions are doing by not only seeing "buzz" but by understanding initial customer sentiment, opinion and issues voiced about the new offering in social media, on forums, in emails, surveys, and other sources. Use these early findings to make rapid changes and see which messages "pop" most effectively -- safeguarding investments and guaranteeing successful market launches.

Early Warning, Product Innovation and Quality Analysis

Uncover issues with products and services as they first emerge and proactively take immediate action to remedy them, translating into hundreds of thousands dollars in potential savings to your company. Identify what customers are telling you is wrong with your products, feed the information back to product development and take immediate corrective steps to improve the satisfaction of customers who have experienced product issues. Transform customers into brand advocates as they "see" their feedback reflected in your product innovations.

Fraud Detection

Identify and alert on fraudulent actions captured during customer interactions. Preempt fraudulent activities and mitigate risk.

Market Research Analysis

Analyze survey verbatim and web communities feedback to get at the root cause of given scores and identify "cries for help" and understand appropriate actions to mitigate customer communicated issues. By proactively listening to desired changes your customers are voicing, you can spark greater product innovation and improved service delivery.

VII ROUTE AND RESPOND

In many cases across social media, to get to actionability you need more information from the person, details on the problems, and a closed loop from the resolution process that identifies that issues are tracked to completion. In short, you need to not just *listen* to the customer, but create a true customer **conversation**.

This is why **Attensity Respond** was developed – to help you more effectively listen and respond to customer communications, whether those communications are direct via your email channel, or indirect, via forum posts or tweets. Why is this important? In a survey done by Twittermaven, 84% of respondents say they will reward those brands they have key relationships with by being more willing to purchase from them and recommend them to others.

Attensity Respond handles all incoming emails, letters, faxes, SMS, (voicemails) and other types of customer messages, categorizes them with our advanced pattern recognition technology, and then auto-responds or places them in a queue for servicing. The system also allows you to input feeds from key customer forums and tweets to allow categorization and routing of issues your customers have raised. These messages can be routed for response by your social media team. The message comes straight to the inbox of the appropriate social media team member, with the full content of the message and a clickable link that allows the reader to "click here to respond."

ATTENSITY IN ACTION: TELECOM

1&1 Internet AG, the premier European ISP, is host to over 7 million internet customers globally. The time and expense of effectively responding to thousands of customer messages per day was daunting – especially for a business that differentiates itself on superb customer service in a fiercely competitive market.

Where staff members used to read and manually route messages to the appropriate service consultants, now Attensity Respond automates the entire process of receiving, interpreting, sorting, routing, and responding to all incoming messages.

Deployed in under four weeks, Attensity Respond enabled 1&1 to both improve their customer service levels and reduce the costs and response time by 50% -- almost instantaneously -- through automatic assignment and semi-automation of responses, enabling more timely, consistent, informed, and personable replies.

All communications can be tracked as trouble tickets, **preserving the full thread and context, and preventing different team members from accidentally responding multiple times to the same request or tweet.**

In the case of the unhappy coffee customer mentioned above, using Attensity Respond, you can not only monitor tweets, but see whom those tweets are coming from and route those to the appropriate individual to follow up to engage in dialog with the customer -- to find out where the customer is, what store, what the true issue is, and more -- and ultimately turn that unhappy customer into a promoter.

VIII REUSE AND DELIVER

Expert forums, not a company's call center, are rapidly becoming the destination of desperation by customers. As products become more complex, and as those products begin to have to interoperate with a wide variety of products from other companies, it has become much more difficult for a company's help desk to be aware of all the issues and fixes that are being generated by the world at large. Whole cottage industries are arising out of the need to ask a question to a broader audience that was not satisfactorily resolved by contacting the company directly.:

- How do I synch my PDA to Outlook?
- A few days ago, I bought an MSI P45 motherboard, a Zalman CNPS 9500A, and a Radeon 4850 graphics card from Gigabyte; the fan on my graphics card runs all the time - is anyone else having this problem?
- How do I replace the handle on my Peg Perego Pilko stroller?

How can a company harvest this rich field of information, review it, and add appropriate information to their online knowledgebase?

The Attensity Service Suite enables companies to automatically seek out and integrate information from a wide variety of sources (expert forums and other social media, documentation, FAQs, etc) to find the correct answer to a customer's query as quickly as possible and route it consistently (e.g. automated response, web and voice self-service, shop, technical sales or field service).

This not only ensures that you are the true expert on your own products, but drives traffic to your self-service site, providing upsell and cross-sell opportunities.

Attensity Service can reuse user-generated question/solution pairs in forums and allow those to be delivered to a knowledgebase editor for approval and inclusion in appropriate corporate knowledgebases. These forum postings can then be accessed by customers or call center agents, along with other trusted information such as FAQs and user manuals.

Approved question/solution pairs can also be used when users are posting to forums. If a user is about to post a question which has already been answered, they can be automatically guided to existing answers within the forum or corporate knowledgebase, enhancing unaided customer service capabilities.

Attensity Service also has open interfaces for integrating other third-party systems and information, such as ERP, order management, customer relationship management and other data sources. It also provides the ability to manage and monitor access rights, collect and analyze feedback, log user actions and allow for reporting.

Attensity's advanced centralized knowledge management and intelligent search capabilities are front and center, enabling agents and customers to access the most current service information quickly. Robust knowledge management combined with intelligent search allows the agent to effectively and efficiently respond to ever-growing volume and range of customer inquiries about products, services, transactions and policies – in many global languages. Attensity Service's web-based application delivers satisfying self-service and agent-customer experiences.

Attensity Service offerings include:

- Dynamic Decision Trees that guide service personnel to a question-answer script that automatically takes into account the description of the problem in natural language terms and the customer's own context.
- The Knowledge Repository, which seeks out, stores and organizes knowledge from solution descriptions, customer emails, expert forums, FAQs, databases, and other sources. This enables companies to more effectively gather and use information to share with employees, customers, and partners.
- The Intelligent Search module, which allows users to use familiar keyword search to find relevant service literature like FAQ documents, solution descriptions or manuals, or to be directed to the right decision tree for problem analysis.

IX CONCLUSION

There is a wealth of user-generated content being developed every day around your company, your products, and your competition. Too often this vital information goes underutilized, being used only for basic “buzz measurement”.

However, through the power of Attensity’s LARA (listen-analyze-relate-act) solution suite, this content can truly be put to work for your entire organization – revealing important insights, driving customer service responses, and helping aid in the construction of a comprehensive knowledgebase. The key to unlocking this treasure trove of information lies in a deep understanding of language -- the ability to accurately pull out sentiment, key issues, and relationships -- and in the ability to express those insights in easy-to-use business oriented applications.

For more information on the Attensity applications discussed in this document, please contact sales@attensity.com, or check us out on Twitter at twitter.com/attensity.

Attensity provides business user applications that generate value from unstructured data. Its comprehensive family of solutions leverage semantic analytics to enable knowledge management professionals, business leaders, customer support personnel and customers to interpret and manage an organization’s unstructured data to get relevant and actionable answers — fast. Our award-winning software is in use by more than 250 of the Global 1000 and by large government agencies to deliver powerful insights, enhance operational efficiency, reduce risk exposure, and ensure increased customer satisfaction. With more than 500 installations worldwide, services customers from multiple offices in the U.S. and Europe. Attensity’s corporate headquarters are in Palo Alto, Calif. More information is at www.attensity.com.

ATTENSITY

LISTEN - ANALYZE - RELATE - ACT

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