



Contact Center Consumer Preference eBook

Solutions for Balancing Business Objectives
Against Customer Demands

AVAYA

The Power of We™

Solutions for Balancing Business Objectives Against Customer Demands

Executive
summary

Manage
performance

Improve
profitability

Protect
investments

Deliver superior
experiences

Balance
costs

Conclusion

The business of customer experience

Your customers are more autonomous than ever. But technological and economic challenges continue to influence how your contact center addresses their needs. You need to deliver a positive experience without sacrificing profitability—which requires balancing the needs of your customers with the realities of your business.

Avaya has previously outlined what today's consumers think about contact centers in our chapters from the *Contact Center Consumer Preference Study*. This eBook builds on those insights and elevates that conversation to the strategic level.

In this eBook, we'll help you connect consumer interaction preferences with critical business issues like a shrinking customer base, brand loyalty, business efficiency, agent productivity and profitability. You'll learn to:

- Optimize efficiency and performance management
- Improve profitability by reducing costs and increasing revenue
- Protect your technology investment in an unpredictable economy
- Deliver a superior experience across every channel
- Balance increasing demands against flattening budgets

We hope this eBook guides your efforts to meet your critical business objectives. We look forward to helping you provide differentiated customer experiences that delight your customers—and optimize your strategic investments at the same time.

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► Introduction

Agent churn

Measuring for success

Optimizing efficiency and performance management

There is untapped potential in your existing contact center staff and infrastructure. To unlock it, you must structure your environment to optimize the efficiency of your operation and to proactively manage performance. That's how you ensure your customers get what they need the first time—no matter how complex the issue.

That's not all. In this challenging economic climate, most businesses look for ways to do more with less. Staffing is the most expensive part of the operation, so finding the ideal match between agent potential and training becomes mandatory.

Finally, you also need to measure inefficiencies in your contact center operation to identify areas of improvement. And you must do it all without sacrificing the customer experience.

Business issues in this chapter:

- **Agent churn:** challenge experts while utilizing talents and resources to their fullest
- **Measuring for success:** drive tangible success with key performance indicators

The expectation of expertise

79%

of customers actually think they know more about the issue than the agent.

78%

of customers have already researched online before contacting you.

Read the consumer preference chapter **Preparing for Your Multi-Channel Future** ►

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▶ **Agent churn**

Measuring for success

Business issue

Agent churn

With an average agent lasting barely six months, and with annual agent turnover as high as 40%, churn has a significant impact on your bottom line. Not only does it cost an average of \$15,000 to replace an agent, but you must also contend with reduced business and poor customer satisfaction due to inexperienced agents.

Solution

Leverage, retain and improve

It's critical to create a structure and environment that retains talented agents.

- Offer a variable work environment with custom hours and work conditions
- Challenge high-performing specialists with skills-based routing for greater job satisfaction
- Create opportunities for cross-training, mentoring, and recording best practices
- Recognize agent value with incentives managed through strong reporting and analytics

SEE FOR YOURSELF

**IT Navigator
Case Study** ▶



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Avaya can help

The suite of Avaya Contact Center solutions can deliver what you need to keep your agents happy and your customers satisfied.

Avaya Home Agent Solutions ▶

- Helps satisfy home agents so they remain with your company longer.

Avaya Intelligent Call Routing ▶

- Gets your best customers to your best agents the first time.

Avaya Aura® Experience Portal/ Self-Service ▶

- Lets customers help themselves online, freeing your experts from mundane tasks.

Avaya Aura® Workforce Optimization ▶

- Record the interactions of your best agents, estimate call volumes and automate agent scheduling to align your workforce skills to your customer needs.

Avaya one-X® Agent ▶

- Helps meet the needs of agents in the center or from home.

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Agent churn

▶ **Measuring for success**

Business issue

Measuring for success

You can't manage what you can't measure. You need to know your exact efficiency and performance metrics to ensure that your contact center is supporting your overall business objectives.

Solution

Analyze, understand and adjust

Your greatest insights come from real-time and historical customer and agent activity data that you can use to chart your path forward. However, the right solution goes beyond data capture and analysis: it incorporates easy-to-use dashboards and customizable reports that help you make more informed decisions to maximize contact center efficiency.

WATCH

**Avaya Aura®
Workforce
Optimization
Demo ▶**

Avaya IQ Demo ▶

**SafeAuto Case
Study ▶**



A Real, Tangible Boost

We're here to help you make an impact. Avaya can help you cut agent training time by up to **30%**¹, reduce costs by up to **20%**¹ with improved workforce scheduling, and handle up to **24%** more customer calls².

¹IT Navigator Case Study 2010

²InAAU Conf Survey 2010

Avaya can help

Transform your contact center capabilities to create more productive customer/agent relationships.

Avaya Reporting and Analytics ▶

- Provides insight into customer and agent experiences to help managers make better-informed decisions.

Avaya Customer Experience Optimization ▶

- Helps optimize self-service applications.

Avaya Aura® Workforce Optimization ▶

- Provides a better understanding of your customers' satisfaction levels and interactions for coaching, while managing cumbersome processes.

Avaya IQ ▶

- Gain greater insights with access to real-time and historical customer and agent activity.

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Customer defection

First-contact resolution

Rising costs

Profitability begins at the contact center

It's no secret that your customers' experiences with your contact center directly correlate to your bottom-line results. These experiences influence their impressions of your brand as much as your advertising, your marketing, and your products or services themselves.

To deliver excellence and increase revenue streams, structure your contact center to align your best agents with your best customers, and map channels of communications to customer preferences.

Turning your contact center into a profit center is possible. But it requires managing many variables. You need enterprise-wide buy-in, a solid infrastructure, the flexibility to adapt to change, and the tools to create exceptional customer experiences without overinvesting in each interaction.

Business issues in this chapter:

- **Customer defection:** stop the "Facebook Effect" before it starts
- **First-contact resolution:** provide immediate satisfaction
- **Rising costs:** boost revenue without driving expenses

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Rewards and response

70%

of consumers are willing to spend more money with a company that provides good customer service.*

*Wall Street Journal, April 25, 2011. pB7 Quoting American Express survey of 1,018 in Feb 2011.

83%

of consumers will buy more from companies that make it easier to do business with them.**

**BTGS The Autonomous Customer, January 2011. P15.

90%

of consumers say they're likely to tell their network about a poor customer service experience.

Read more in the **Cost of Doing Business as Usual ►**

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▶ **Customer defection**

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Customer defection

Cultural shifts and technological advances mean that your customers now use multiple communications media in their everyday lives. As a result, they demand fast and successful resolution to every query over every channel. What's more, the rise of social media has made it easier for customers to talk about your business or your service—and quickly share their opinions with others.

Solution

Monitor, isolate and act (route)

You need tools that ensure your customers have positive experiences every time, across all channels. By capturing and prioritizing conversations efficiently, and by integrating social media into your central contact strategy, you can revolutionize your contact center capability—resulting in a more flexible, more tailored experience, happier customers, and, ultimately, greater customer lifetime value.

WATCH

Avaya Aura® Social Media Manager ▶



Social media



90% of consumers will share their experiences across their networks. Make their posts actionable for your business to protect your brand.

Learn more about social media in **The Facebook Effect** ▶

Avaya can help

Our solutions focus on contact center profitability and online conversations about your brand.

Avaya one-X® Agent ▶

- Helps contact center agents maximize productivity regardless of location.
- Empowers them with contextual data, one-touch access to functions, and integrated communication tools for connecting to knowledge and expertise throughout the enterprise.

Avaya Social Media Manager ▶

- Monitors social media channels for positive and negative conversations about your brand.
- Focuses on meaningful and actionable interaction, reducing the expense of social monitoring.

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▶ **First-contact resolution**

Rising costs

Business issue

First-contact resolution

As an enterprise grows, the complexity of customer needs grows with it. This challenges the contact center to route calls to appropriate agents before the customer grows frustrated. Errors are costly. Each additional contact drags down your bottom line—and your customer might not give you a second chance to get it right.

Solution

Make quick connections

The contact center must understand customer needs as quickly as possible. Complex issues should be segregated from routine tasks so that the right agent can be assigned, or so that customers can self-serve to solve simple issues. And it's critical to make customer data available to all agents at all times so that they can create personal connections with customers to deliver the best customer experience.

Cost of customer interaction

Live phone interactions cost **2.5 times** more than interactive voice response (IVR).

Read more in the **Cost of Doing Business as Usual** ▶

Avaya can help

Communicate and collaborate with customers using self-help, email, and web chat. Significantly improve first contact resolution to eliminate unnecessary callbacks and reduce costs.

Avaya Aura® Experience Portal/ Self-Service ▶

- Empowers customers to serve themselves with online self-service functionality.
- Easily integrates into your existing Web and application investments.

Avaya Intelligent Call Routing ▶

- Gets your best customers to your best agents the first time.

Avaya Customer Experience Optimization ▶

- Lets you clearly understand where opportunities exist to deliver excellent service across multiple channels.
- Analyzes your experience to pinpoint issues that lead to dissatisfaction and to optimize processes and reduce costs.

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▶ **Rising costs**

Business issue

Rising costs

Businesses need to work harder than ever to meet high customer expectations. Contact centers must respond with exceptional service standards and advanced technologies that personalize customer experiences while reducing costs at the same time.

Solution

Anticipate, automate and accelerate

Leverage your existing infrastructure and applications to streamline contact center operations and enable multimedia, context-based interactions.

- Deliver new communication channels to automate costly routine calls and processes
- Offload the cost of brick and mortar with home agents
- Create peak calling schedules and utilize workforce forecasting to reduce headcount during slow periods

WATCH

Avaya Callback Assist Demo ▶



SEE FOR YOURSELF

Prometric Case Study ▶



Avaya can help

We'll help you understand how your customers want to interact with you, and how you can rapidly implement low-cost ways to meet their needs.

Avaya Callback Assist ▶

- Provides callers with service options when agents are not immediately available to take their calls.

Avaya Proactive Outreach Manager ▶

- Outbound campaign management creates and delivers automated voice, email, or SMS messages, letting users choose between self-service or live agents.

Avaya Home Agent Solution ▶

- Offers end-to-end home agent capabilities and performance solutions options based on your specific business needs.

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Balancing functionality against flat budgets

Investments in scalability

Protect your technology investment

It's always a challenge to deliver greater functionality, efficiency, and bandwidth against an already-strained infrastructure. But it's even harder in an environment in which budgets are flat.

You can't afford to rip and replace the investments you've already made, but you need to modernize the functionality of your contact center to meet your customers' increasing expectations. At the same time, you must keep in mind that new technology always creates new complexity.

As you evolve your infrastructure, your maintenance strategy must also evolve to ensure the continuity of the services your contact center relies on every day. This means dedicating strong support services to your communications systems and equipping them with diagnostic tools that extend from your legacy infrastructure to any new investments you may make.

Business issues in this chapter:

- **Balancing functionality against flat budgets:** doing more with less
- **Investments in scalability:** growing and advancing, without forklifting

Low tolerance for dissatisfaction

26%

of consumers do not get what they need from contact center interactions the first time.

Understand the potential payoff with **The Business Value in Balancing Call Center Efficiency with Customer Satisfaction** ►

36%

of consumers will consider defecting after only 2-3 attempts.

Read more in the **Cost of Doing Business as Usual** ►

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► **Balancing functionality against flat budgets**

Investments in scalability

Business issue

Balancing functionality against flat budgets

“Doing more with less” goes beyond upgrading software and hardware: it means adapting new forms of communication that influence how customer service is delivered. Developing a technology investment plan that delivers against corporate objectives will give your organization strategic advantage (and get you the funding you need).

Solution

Move faster, move leaner

Deliver strong ROI with minimal investment by building on the infrastructure you’ve already got.

- Deliver greater operational efficiency with analytics to drive improved processes
- Optimize the customer experience across all channels
- Drive greater profitability by eliminating costly agent-assisted and outbound calls

WATCH

Avaya’s Call Management System. ►



Trust an expert

Learn why Avaya has received industry recognition for its support services.

Read more in **Avaya Global Support Services Recognized by Key Industry Organizations** ►

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Avaya can help

Don’t default to forklifting the investment you’ve already made— instead, let us help you drive strong ROI and efficiency across your business.

Avaya Self-Funded Roadmap ►

- Communications optimization tool shows how and where to invest in future technology for maximum business value.

Avaya Contact Center Benchmarking ►

- Avaya Analysts help optimize your contact center to cut costs and support customers across all channels. **Read more** ►

Avaya Customer Experience Optimization Solutions ►

- Provides strong analytics, self-service optimization, and a better understanding of caller behaviors to help you deliver more for your business.

Avaya Client Services ►

- Free your IT staff to focus on high-value projects and cut costs by outsourcing support and response to Avaya’s team of experts.

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Balancing functionality against flat budgets

▶ **Investments in scalability**

Business issue

Investments in scalability

Disparate multi-vendor systems make it extremely challenging to deliver operational flexibility and scalability. In this environment, decisions are based on technology—instead of business needs.

Solution

Embrace agility

Use a flexible architecture that integrates with enterprise applications to enable simpler, more cost-effective, and more scalable models for application, context, and multimedia integration. SIP architecture maximizes the performance of your existing resources to boost potential and consolidate IT infrastructure.

WATCH

Avaya Contact Center Control Manager Demo ▶

Avaya Aura Contact Center Session Manager Video ▶



SEE FOR YOURSELF

Ventelo Case Study ▶



Avaya can help

SIP-based architecture easily integrates with a multi-vendor contact center environment.

Avaya Distributed IP Contact Center ▶

- Optimize agent usage across locations while consolidating servers. Reduce maintenance costs by up to 15%, reduce application acquisition costs by up to 35%, and gain up to 8% in efficiencies with resource pooling.

Avaya SIP Trunking ▶

- Empowers your agents with better access to existing services that you can deploy “just in time”.
- This scalable platform allows you to consolidate trunks and reduce administrative costs.

Avaya Contact Center Control Manager ▶

- Simplify and reduce administration by delegating specific tasks to “non-technical” users, and by managing both Avaya Aura Contact Center and Elite from a single interface.

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Expectations of
personal service

Inadequate
contact methods

A superior experience across every channel

Every change in communications media presents you with a balancing act. How do you continue to meet your customers' rising expectations for personalized service when their expectations change so rapidly? And how do you ensure that every channel feeds into identically-elevated customer experiences?

Business issues in this chapter:

- **Expectations of personal service:** meeting cascading customer demands
- **Inadequate contact methods:** changing as quickly as technology does

Changing the (contact) channels

60%

of consumers say that they continually change how they contact an organization.

43%

of consumers say that loyalty to companies is a thing of the past.

Read more about **Preparing for Your Multi-Channel Future** ►

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► **Expectations of personal service**

Inadequate contact methods

Business issue

Expectations of personal service

Never in your history have customers held so much power to control the conversation about your brand. You have no choice but to deliver. As their expectations change, it's critical to find new ways to provide seamless service.

Solution

Elevate everything

Every interaction with your customer needs to achieve the highest possible standards. That means processes need to be airtight, every channel must lead to the right solution, and a constant regimen of analysis and optimization should be in place and prioritized appropriately. Most importantly, your agents need a complete view of the customer during their interaction.

WATCH

Building Next-Generation Customer Service Delivery ►



SEE FOR YOURSELF

EDS Case Study ►



Avaya can help

Transform your customer service capabilities to create a next-generation multimedia experience.

Avaya Aura Contact Center 6.2 ►

- Enables end-to-end management of customer queries
- Advances your contact center from single, disjointed interactions to more responsive, context-based customer/agent sessions.
- Provides multimedia channels that meet customer preferences for faster, easier issue resolution, including email, phone, SMS, social media, IM, and click-to-chat.

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Expectations of personal service

► **Inadequate contact methods**

Business issue

Inadequate contact methods

Your customers want immediate answers. And they want them to come through whichever channel they choose. Which means your contact center must be equally robust across every channel, including online chat, video, and even SMS. Most importantly, your contact center must deliver the same quality of service regardless of communication method.

Solution

Remain a step ahead

Understand how customers want to interact with you and give them the choices they expect. Be proactive about emerging channels. Measure usage and expand or shift as customer preferences change. Don't hesitate to steer customers to the most appropriate channel for each task.

WATCH

"Game Changer"
Webinar: The Impact of Real-Time Information ►



SEE FOR YOURSELF

HOT Telecom
Case Study ►



Avaya can help

Our solutions let you rapidly build, test, and scale new channels.

Avaya Aura® Experience Portal ►

- Offers the latest contact methods, including voice, email, SMS and video self-service.
- Handles simple customer requests quickly, without bogging down your contact center agents.
- Voice solution offers management and reporting features that help reduce costs and simplify operations.

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No funding for the
current IT strategy

Integration across
all channels

Increasing demands vs. flat-lining budgets

You're facing two very disquieting trends. On the one hand, the enterprise demands greater functionality, efficiency, and bandwidth from an already-strained infrastructure. So you need to bring in new technology and adapt to new forms of communication to better serve your customers.

On the other hand, your budget is flat. You're being asked to do more with less.

In other words, there are now *two* constants in business: everything changes *except* for your budget. And this is the singular challenge of our era. The good news is that there are strategies for delivering contact center ROI and value without breaking the IT budget.

Business issues in this chapter:

- **No funding for the current IT strategy:** meeting budget pressures
- **Integration across all channels:** marrying front-ends with back-ends

Efficiency = savings

70%

of your customers will contact you again if they don't get their issue resolved the first time.* Investing in technology focused on the customer experience will reduce costs and deliver strong ROI.

*Callcenters.net 2011 Contact Center Consumer Index Report

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▶ **No funding for the current IT strategy**

Integration across all channels

Business issue

No funding for the current IT strategy

Your painstakingly crafted IT strategy relied on a certain budget. And while those projections are likely a distant memory, your maintenance and support demands are still trending upward. It's your job to figure out how to keep pace.

Solution

Slim down and prove value

Integrate and streamline your systems to find efficiencies and reduce redundancies. At the same time, *prove* how you can do more with more. Build a business case that demonstrates how investments in the contact center rapidly pay off.

SEE FOR YOURSELF

Blue Cross and Blue Shield of Kansas City Case Study ▶



Avaya can help

Let our experts assist you in creating efficiencies and justifying investments.

Avaya Professional Services ▶

- We help you develop a technology investment plan that delivers against corporate objectives and gives your enterprise a strategic advantage. We'll assist you in preparing a business case that demonstrates the revenue and ROI your purchases and IT projects can deliver to the organization.

Contact Center Design and Integration ▶

- We can help you integrate systems and streamline operations to deliver superior customer experiences at reduced costs. We assist in developing detailed contact center designs that optimize your current communications architecture using existing systems and applications.

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► **Integration across all channels**

Business issue

Integration across all channels

Does historical contact information follow customers as they move through your contact center? If not, then your customers have to explain their issues (including basic account information) over and over again. And while this is frustrating, there's a bigger issue: it's a hugely inefficient use of agent time.

Solution

Focus on standards

This isn't as technologically challenging as you may think. When your web services are standards-based, integration between the contact center and back office applications is much simpler. This allows you to easily share information, which reduces your cost-per-resolution and increases the capacity of your existing agents to solve problems.

WATCH

Avaya Aura® Contact Center Demo ►



Integrate excellent service

83% of consumers say they'd buy more from a company if they made it easier to do business with them.

Read more about **Preparing for Your Multi-Channel Future** ►

Avaya can help

Our solutions can help you gain context preservation to enhance overall contact center efficiency.

Avaya Aura® Contact Center (AACC) ►

- Allows historical data and social attributes to follow the customer throughout your contact center.
- Gives agents, experts, and supervisors access to information that allows them to route assignments and fine-tune the match between incoming interactions and available agents.
- Lets agents better anticipate user needs, which leads to faster call resolution.

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Your contact center can be a profit center.

You can deliver superior customer experiences across multiple channels while saving money and actually driving more business from existing customers.

And we can help.

Contact [Avaya Professional Services](#) to learn how end-to-end solutions and application enhancements from the Avaya Aura Contact Center Suite can bring your contact center strategy in line with your customers' preferences. This ultimately delivers greater revenue, brand equity and value to your business.

Our consultants can help you see the big picture and develop a roadmap for getting there.

Call **855-227-2244** or [click here](#) today.