

# Avaya Strategic Communications Consulting

## A Strong Foundation for Superior Business Results

### Taking Business Vision to Reality

When asked to describe the critical role that leaders play in their company's success, Warren Bennis, a distinguished professor of business at the University of Southern California and contemporary of management guru Tom Peters, remarked *"Leadership is the capacity to translate vision into reality."*

In the successful business, executive vision is just the starting point. In order to be realized, a vision must first have a corresponding strategy, and then that strategy must be tightly linked to the day-to-day operation of the business.

For the technology management organization, the critical alignment with business strategy typically takes the form of ensuring that the firm's communication and computing assets are being leveraged to maximum advantage. A recent study found that companies that achieved this type of leverage *realized an average ROI of 140%* when their technology investments were tightly linked to the needs of key stakeholders such as the lines of business that are responsible for the firm's products and services, and the sales and support teams that interact with external customers.

### Section 1: The Technology Contribution Challenge

Based on discussions with customers around the globe, it's clear that many business leaders see advanced communications technology as a proven means to improve employee productivity and market effectiveness.

At the same time, the sophistication and complexity of this technology often makes it challenging for executives to be certain that their investments are making the maximum contribution to the company's strategic and tactical imperatives. Business leaders want to understand the business capabilities of their communication assets, and be sure that they are being effectively utilized.

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With many businesses facing unprecedented revenue and margin pressure, Avaya understands the need for each investment dollar to be fully aligned with company priorities. *Avaya Strategic Communications Consulting* is specifically designed to help you consistently achieve that outcome.

## Section 2: A Systematic Approach for Ensuring the Maximum Contribution of Your Communication Assets

Backed by an international team of highly experienced business technology experts, Avaya Strategic Communications Consulting utilizes a proven and globally consistent set of best practices to maximize business contribution. Global consistency means that a customer receives the same rigorous and professional support at their London world headquarters as in the company's regional branch in Manhattan – irrespective of the technology mix at the individual locations. Using this structured approach, Avaya consultants assess how current assets are performing against key business metrics, as well as recommend improvements that can be made at the customer's pace to meet their business objectives.

Although the effectiveness and best practices methodology of Avaya Strategic Communications Consulting support is exactly the same for basic voice communication systems as it would be for highly sophisticated Contact Center and Unified Communication solutions, the specific approach and tools that are utilized in an engagement are carefully chosen to address the exact requirements of each individual customer.

To achieve this tight linkage, each consulting service has been designed to provide expert support and highly actionable recommendations that are fully aligned to the needs of key executive, line of business, and technology management stakeholders.

### Avaya Strategic Communications Consulting Services

Telephony — Unified Communications — Contact Center

*Executive Vision*  
Consulting  
Services

*Realize*  
Consulting  
Services

*Maximize*  
Consulting  
Services

## Section 3: Strategic Support for Business Executives

*Avaya Executive Vision Consulting Services* are designed for executives who thrive on developing a business vision and strategy, yet want expert insights and recommendations on how to best ensure complete alignment between the company's business imperatives and existing or proposed communication assets.

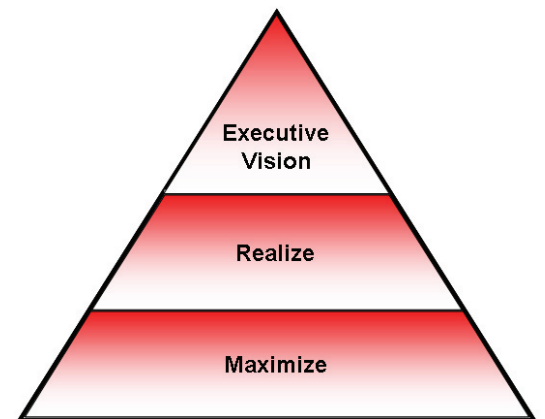
To help fuel top and bottom line growth, executives should expect that their communications infrastructure and applications will not only support improved customer service and employee productivity, but will also make a measurable impact on customer satisfaction, share of customer spend and speed to market.

An *Executive Vision* engagement is ideally suited to help executives achieve those outcomes through rigorous assessment of an existing technology or strategy, as well as through identification and validation of new approaches for achieving the goals of the organization.

## Section 4: Translating Strategy into a Technology Roadmap

If a solid strategy for communications has been set at the executive level, *Avaya Realize Consulting Services* help line of business leaders translate that strategy into a technology blueprint that addresses all of the current and going-forward requirements for business success.

In a *Realize* consulting engagement, the Avaya professional services team places an intense focus on ensuring that all of the critical dynamics for success – an attainable ROI and realistic timetable to realize those returns; well-defined areas of business risk and concrete plans for mitigation; clear targets for reducing on-going operating expense; a thorough understanding of required business processes and human resources – are all fully addressed in the technology roadmap. The result is clear definition of the current state, the solution being proposed, the requirements, architecture, business case, timeline, risks and other factors that are essential to determine the investment required.



## Section 5: Optimizing Technology Performance and Business Contribution

*Avaya Maximize Consulting Services* address the third main area of customer need; helping the operational management of the business ensure that new and existing communication investments deliver the measurable contribution expected by the executive strategy.

In a *Maximize* engagement, the Avaya consulting team conducts a rigorous assessment to validate whether the communications infrastructure and underlying architecture is optimally designed and configured to deliver the necessary performance to fully support the current and going-forward business strategy. In departmental reviews, the Avaya consultants also assess whether end-users are receiving the full benefits of existing technology, and validate that all available capabilities are being used properly.

In addition to assessing key *performance* attributes such as flexibility, scalability, redundancy and security, the *Maximize engagement* also assesses whether your embedded assets are capable of supporting the applications and capabilities that are required by the company strategy and business plan. Key outputs include highly actionable recommendations for changes that should be implemented and/or options to consider that are specific to your environment, objectives and budget.

## Section 6: Front Line Perspectives on Business Value: *Avaya Strategic Communications Consulting in Action*

As a fully global set of highly structured support offerings, Avaya Strategic Communications Consulting is widely utilized by customers around the world. To gain some additional perspective on how the Avaya consulting teams provide high-value support, Ian Thebridge, Avaya Consulting Practice Leader in Sydney, Australia shares some perspectives on actual client engagements.

*“As a comprehensive suite of offers, Strategic Communications Consulting is designed to help a company use technology to move their business strategy from vision into reality. For many customers, the **Executive Vision, Realize** and **Maximize** engagements go hand-in-hand,” explains Thebridge, “while other customers may not need full end-to-end consulting support. **Realize** and **Maximize** support, for instance, is well-suited for a customer that has experienced numerous acquisitions and is suffering from the diminished performance that often comes when disparate or obsolete technologies are cobbled together. We typically see this type of problem when there are multiple contact centers from different manufacturers that don’t seamlessly interoperate. More times than not, service levels to the end-customer are far from what they need to be.”*

Once the Avaya team has uncovered the root causes of the performance problems, the appropriate course of action rapidly becomes clear. If the existing infrastructure is basically sound, Avaya consultants will recommend adjustments that can be made using current assets. These types of modifications can include improved call routing so that customer inquiries go to agents that are well-equipped to handle them, and enhanced performance reporting so that management can quickly see and react to problem areas before they become end-customer impacting.

*“If much of the in-place technology is unsuitable”, adds Thebridge, “the Avaya consulting team will often recommend an **Executive Vision** engagement with the client’s executive leadership so that we can fully understand the business vision and strategic imperatives. This gives us the foundation to then transition to a **Realize** engagement where we can develop and propose an approach that fully addresses the company’s strategy, while at the same time emphasizing solution simplicity, cost effectiveness, employee productivity and consistency of the end-customer experience. If the customer would like us to help implement that approach, we can provide comprehensive support throughout the entire engineering and implementation stages.”*

*“Our engagement with a large government agency here in the Pacific Rim is a perfect example of how Avaya strives to bring the greatest possible value to our clients.”* This particular customer is charged with ensuring the security and integrity of their national borders, has more than 5,000 employees, and relies on contact center technology to handle much of their interaction with citizens and other government agencies.

*“Here was a situation where the client already knew that their existing technology was not up to the service levels they had set down for themselves”, explains Thebridge. “One of our first priorities in the **Realize** engagement was to engage operational and IT leadership to clarify and agree on the key communication features and capabilities that were needed to fully support their charter and mission – which for a government agency is the equivalent of a vision and strategy in a commercial business.”*

As Ian and his team met with each of the department heads and their teams, highly interactive sessions took place to uncover the problems and challenges that would enable the team to determine the solution capabilities that would be needed. Once the consulting team had completed its fact finding and analysis, it was clear that the client needed a highly integrated communications platform that could deliver a number of key – and currently missing -- capabilities.

*“To reach their service level goals and commitments, we proposed a contact center solution that would address all of the gaps that were causing poor performance and end-customer dissatisfaction. These included advanced call routing, integrated voice response, call monitoring and logging, and an automatic email handling capability. Given the vital function that the Agency performs for their citizens, we also recommended a robust disaster recovery capability.”*

*“Once we reviewed the proposed approach and the operational improvements it would deliver, the client readily concurred and asked us to help them with the detailed design and deployment. The ‘proof’s always in the pudding’ of course, and the customer has been hugely satisfied with the results of the various consulting engagements they have purchased – so much so that they frequently relate their Avaya experience at industry events and governmental agency forums.”*

## **Section 6: Front Line Perspectives on Business Value: Broad Technology Expertise and Experience**

In addition to a highly developed and globally consistent best practices methodology, Avaya Strategic Communications Consulting is also differentiated when it comes to supporting the full spectrum of advanced communications solutions. Maurice Bell, an Avaya Consulting Practice Leader in the North American region summarizes the breadth of Avaya technology experience and expertise.

*“Having spent over a decade directly supporting clients in the field, it’s highly gratifying to get consistent feedback from our customers that acknowledge the outstanding capabilities of our Avaya consultants and their breadth of experience.”*

*“There is great strength not only horizontally – across the full communications technology domain – but also vertically, with deep experience and insights in multiple vertical industries such as banking, insurance, healthcare and government at all levels.”*

### **Strategic Communications Consulting for Contact Centers**

- **Routing Optimization**
- **Flatten, Consolidate and Extend**
- **Self Service**
- **Reporting & Analytics**
- **Proactive Contact**
- **Agent Desktop**
- **Agent Performance**

*“Technologically, we have the expertise and experience to consistently deliver high levels of end-to-end value to our clients, from the foundational architectural level, through to the applications that will be used by end-users. Whether a client needs help with basic IP Telephony functionality, a complex multi-location virtual contact center or a sophisticated Unified Communications application, our consulting team can deliver comprehensive one-stop support.”*

#### Strategic Communications Consulting for Unified Communications

- Network Readiness
- IP Management
- IP Migration
- Worker Profiles
- UC Integration
- Data & Wireless
- Video & Collaboration
- Communication Enabled Business Process

## Section 6: Front Line Perspectives on Business Value: *Fully Integrated Lifecycle Support*

Once an Avaya consulting engagement has been completed, each customer decides how to best proceed based on their own available resources, expertise and technology management approach. Marcos Andrielli, Avaya Consulting Practice Leader in Sao Paulo, Brazil, explains.

*“When a **Realize** or **Maximize** engagement is complete, the client’s IT group will often ask us if we could assist with the actual implementation and integration of the solution. At this point, we will bring in Avaya colleagues that are Advanced Solution Architects and Software Specialists to perform the design engineering and coding.*

Depending on the nature of the solution, the Avaya consultants will often utilize the specialized skills of Avaya Global Services engineering experts in IP Telephony, contact centers, unified communications and collaboration, business continuity, network security and mobility.

*“When the time comes for a new solution to be physically deployed, the implementation resources can utilize the detailed documentation provided during the consulting engagement to quickly and accurately implement the solution and to provide full testing and turn up”, adds Andrielli. “Once the solution is fully deployed in the client’s production environment, we can also provide post-implementation support to evaluate the results, suggest improvements and ensure performance objectives are met.”*

*“Based on the feedback we receive from clients, one of Avaya’s clear strengths is the breadth and flexibility of the consulting capabilities of Avaya Global Services and our local Avaya BusinessPartners. When it comes to a client’s total communication needs, we are well-equipped to deliver the experts that meet their exact requirements.”*

Whatever your business communications need – from understanding and quickly responding to the technological implications of a market opportunity, competitive threat or merger and acquisition, to providing a detailed roadmap for extracting the best performance from human, process and technology assets – you can look with confidence to Avaya Strategic Communications Consulting. For more information on how Avaya Global Services can help you get the maximum contribution from your business communication investments, visit [www.avaya.com](http://www.avaya.com) or call 1-866-GO-AVAYA.

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## About Avaya

Avaya is a global leader in enterprise communications systems. The company provides unified communications, contact centers, and related services directly and through its channel partners to leading businesses and organizations around the world. Enterprises of all sizes depend on Avaya for state-of-the-art communications that improve efficiency, collaboration, customer service and competitiveness. For more information please visit [www.avaya.com](http://www.avaya.com).

The Avaya logo consists of the word "AVAYA" in a bold, red, sans-serif font. The letters are closely spaced, and the 'A's have a distinctive shape with a small gap at the top.

INTELLIGENT COMMUNICATIONS

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The Avaya.com logo is a red rectangular button with the text "avaya.com" in white, lowercase, sans-serif font.

[avaya.com](http://www.avaya.com)

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