



Professional Services

Avaya Customer Engagement Transformation

Delighting Customers While Driving Tangible Business Results

In traditional voice-centric contact centers—both those providing pre-sale and post-sale service delivery—agents typically address the same issues over and over. Even when new channels are added, such as Web chat and social media, agents still spend most of their time performing repetitive tasks. Issue resolution metrics may look good, but other important business results, such as improved profit margins, productivity, and customer and employee satisfaction, often seem elusive.

This endless cycle can only be broken through a process of transforming the experience, one engagement at a time, with improved customer experience, contact center efficiency and top-line growth. This type of transformation requires migration from the voice-centric model to omnichannel and Web-based systems. Omnichannel leverages context to drive the desired results throughout the customer journey. That context can include awareness of previous channel conversations and engagements; information about customers, such as preferences, social profiles, location, demographics and status; information about agents, such as availability and skills; and information on the current situation, such as time of day or even the device being used. Omnichannel connects the dots left stranded by multichannel, resulting in low customer effort throughout the customer journey. It's about agents rechanneling their knowledge and skills to address new, more challenging issues instead of constantly resolving the same problems for customer after customer. It's about making it fast and easy for customers to collaborate with live agents when needed, and escalating emergencies without delay.

Legacy customer experience:



Transformed customer engagement:



Figure 1. A new contact center paradigm

Typically an 18 to 24-month journey, customer engagement transformation is a balancing act of maintaining a positive customer experience while fundamentally changing the contact center paradigm.

Just as important, customer engagement transformation involves a change in mindset. It requires serious leadership commitment, especially for sales and service operations with hundreds or thousands of representatives serving millions of customers. And perhaps most challenging of all, it takes time, resources and organizational buy-in.

Is transformation worth the investment required? It is when revenue and profit growth, operational improvement, and customer and employee satisfaction matter to an organization.

Through Avaya Customer Engagement Transformation consulting services, Avaya Professional Services can help your organization achieve demonstrated improvements in business performance, service delivery, and customer and employee satisfaction.



Figure 2. Cultural change drives organizational change

Redefining Customer Engagement

Typically an 18 to 24-month journey, customer engagement transformation is a balancing act of maintaining a positive customer experience while fundamentally changing the contact center paradigm (Figure 1). Avaya Professional Services leads contact center organizations through the “step changes” necessary to truly transform their operations, including:

Shifting live agents from responding to repetitive inquiries to providing a higher level of customer care and solving new problems. Using personnel to answer known questions repeatedly is expensive. Instead, you want agents to tackle new opportunities and, immediately after the inquiries are addressed, use their writing skills to publish solutions to a customer service knowledge management system. Avaya experience shows that this type of approach is more engaging for agents and results in higher employee satisfaction and retention rates—a key source of productivity increases and cost reduction. Such an approach typically will require both cultural and organizational changes (Figure 2).



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Deploying a comprehensive multimedia knowledge base, with a virtual attendant, to give customers easy, intuitive access to known solutions. Advanced knowledge management systems can be structured to automatically prioritize articles, sending the freshest and most viewed to the forefront (Figure 3). A virtual attendant can mimic a Tier 1 agent, fielding customer questions and quickly accessing relevant articles in the system. Once this approach is accepted by customers, satisfaction levels can increase because customers feel they have greater control and can resolve issues quickly without having to wait in call queues, be transferred from agent to agent or repeat their information multiple times.

Reinventing the customer Web portal and driving customer adoption. A transformed customer engagement environment provides a means to allow customers to resolve issues and questions on their own, whether it is troubleshooting and diagnosing a problem, getting product specifications or managing their account. Two factors are critical for this approach to work: The tools must be quickly accessible, intuitive and highly effective; and for customers who ultimately still want agent support, multiple interaction channels such as Web chat, voice and video must be available. This multilayered approach is more operationally efficient and, once adopted by customers, produces markedly higher customer satisfaction levels.

Making it fast and easy for customers with new issues to collaboratively access qualified live agents via the Web portal. If customers encounter an unknown issue, they want fast access to live agents who can quickly address the issue. A transformed customer engagement-driven operating model not only includes a mechanism for intelligently routing those customers to the right agent, but also the ability for that agent to “swarm” other resources as necessary to quickly assess, diagnose and resolve the issue. These capabilities produce multiple benefits, including improved customer experience and employee satisfaction.



Our consultants are versed in, and focus on, the business aspects of the transformation as much as the technology, people and process components.

Providing escalation procedures on the Web portal to give customers immediate, collaborative support access for serious issues. A transformed customer engagement environment also benefits from a rapid escalation process that can be initiated by customers, field personnel, agents and business partners. This capability can accelerate problem resolution and discourage customers from bypassing the system and contacting senior executives. Escalation schemes can be established for operational issues, agent performance, sales department queries regarding pricing and quotes, and other issues.

A Comprehensive Approach

Avaya Professional Services offers a unique combination of strategy, solution architecture and application consulting services to help contact centers undertake transformation. Customer Engagement Transformation consultants will work with you throughout the transformation journey, drawing on subject matter and technical experts both within and outside Avaya as needed. The transformation journey typically unfolds in four phases:

Discovery

Avaya consultants and your organization's executives collaboratively identify business goals and objectives, cost reduction opportunities, and potential operational efficiency improvements. The discovery session is the first step in defining end-state business outcomes, setting benchmarks throughout the transformation, and creating a detailed scope of work including business and technical aspects. Our consultants are versed in, and focus on, the business aspects of the transformation as much as the technology, people and process components.

Transformation Consulting

Once an end state has been established, Avaya consultants and architects will guide your organization through a four-step transformation development process:

Assessment. Our consultants meet with key organizational stakeholders, assess existing operations and organizational culture, and benchmark the organization against industry peers. The process identifies existing customer engagement models, including self-service, knowledge management and browser-based customer interaction. Strategies and documented metrics include:

- Business performance
- Satisfaction metrics
- Service delivery performance
- Productivity and automation



Transformation is an ambitious undertaking, especially for large service and sales operations. The benefits can be transformative as well, in terms of improvement to a client's financial position, the return on investment in the transformation, and higher levels of customer satisfaction, service delivery, and agent productivity, engagement and retention.

Avaya Solution Architects then document your current technology architecture, including contact center platforms, as well as integrations with customer support Websites and knowledge management systems. The process helps your executives and line-of-business owners better understand present conditions and identify top priorities and gaps, leveraging current-state solution diagrams, benchmarking results, scorecards and key performance indicator summaries.

Strategy and road map. This phase includes defining a high-level transformation strategy, mapping business requirements to recommended solutions and proposed technologies, and project phasing. Avaya consultants identify self-service and automated vehicles to gather and document transactional data, as well as support business case development if required. Success metrics can be defined in this phase, including:

- Customer satisfaction, loyalty and retention rate
- Employee satisfaction and retention rate
- Resolution rate
- Percentage of self-service usage
- Value per contact
- Net promoter score

Avaya Solution Architects can recommend end-state technical direction and options including knowledge base and self-service automation tools. Maturity analyses, solution mapping and solution diagrams can assist in planning for the introduction of new technologies while leveraging existing investments.

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Architecture design. Avaya Solution Architects will analyze, design and document end-state architecture and applications, as well as provide detailed plans for migration phases. The technical design can include technologies such as Avaya Virtual Agent, Avaya One Touch Video and Avaya Speech Analytics, as well as any existing knowledge management and Website integration architecture your organization may have.

Our Solution Architects collaborate closely with your internal personnel during the project, as well as with other Avaya and third-party resources. At the completion of this phase, we deliver a solution blueprint that includes detailed design configuration of all solution transformation components, which are unique for each client and each transformation strategy.

Operational plan. We also produce an operational plan for migration to the new environment, including new technology introduction and integration. This plan includes recommendations for business and operational goals, objectives and success criteria. We apply industry-leading practices to operationalize new platforms and capabilities, thereby setting the stage for implementation.

Implementation

This phase involves application development and deployment in line with the operational plan and architecture design, all tailored to meet your organization's needs. Avaya Professional Services adds value throughout the implementation and integration process and at key project milestones, including:

- Infrastructure implementation
- Back-end integration
- Business application integration
- Custom application development
- Data analytics
- System integration testing
- User acceptance testing
- Project / program management
- Performance assurance testing
- Solution deployment
- Production support
- Application support

Continuous Performance

Avaya consultants work with program managers and key stakeholders to establish a framework for continuous service improvement, using comprehensive gap analysis to guide design of new or improved operations. The analysis is a critical step in identifying what operational or performance improvement initiatives will be needed and how they will be phased into the ongoing performance improvement program.



About Avaya

Businesses are built on the experiences they provide and every day millions of those experiences are built by Avaya (NYSE:AVYA). For over one hundred years, we've enabled organizations around the globe to win—by creating intelligent communications experiences for customers and employees. Avaya builds open, converged and innovative solutions to enhance and simplify communications and collaboration—in the cloud, on premise, or a hybrid of both. To grow your business, we're committed to innovation, partnership, and a relentless focus on what's next. We're the technology company you trust to help you deliver Experiences that Matter. Visit us at www.avaya.com.

Continuous service improvements are prioritized based on multiple factors including user adoption success profiles, relative impact on the business, and strategies for addressing identified change management challenges. Ongoing involvement of Avaya consultants helps the organization maintain peak efficiency of the solution while introducing organizational, technology and cultural change.

Continuous improvement activities can include clearly defining roles and responsibilities, measuring improvements, setting targets and expected outcomes, identifying critical success factors, and compiling common roadblocks and tactics for avoiding them.

Achieving Tangible Business Results Through Service Transformation

Transformation is an ambitious undertaking, especially for large service and sales operations. The benefits can be transformative as well, in terms of improvement to a client's financial position, the return on investment in the transformation, and higher levels of customer satisfaction, service delivery, and agent productivity, engagement and retention. Avaya Professional Services can help your organization navigate the transformation journey with our Customer Engagement Transformation consulting services.

Learn More

Avaya is a global leader in contact centers and related services to companies of all sizes around the world. Avaya products and solutions garner recognition from widely respected industry organizations and analysts. For more information about Avaya Customer Engagement Transformation, please contact your Avaya Account Manager or Avaya Authorized Partner, or visit us at avaya.com/usa/service/customer-engagement/transformation.

